



# FINANCIAL TIMES

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## NEWS SUMMARY

### GENERAL

**Italians charged over kidnap**

### BUSINESS

**Fall in Gilts; Pound weaker**

GILTS were unsettled ahead of the mid-May banking figures, and falls of up to 1% were

The owner of a printing shop in Rome and five other suspected urban guerrillas were charged yesterday with complicity in the kidnapping and murder of Sir Aldo Moro, Italy's former Prime Minister.

They are the first to be formally charged in connection with the death of Sir Moro, whose bullet-riddled body was dumped by the Red Brigade's urban guerrillas group in Rome on May 9 after 54 days of captivity.

One of the six people charged is still at large. The others were arrested last month.

**Scots footballer to be sent home**

Wendy Johnson has admitted taking two stimulating drugs before Scotland's World Cup match against Peru last Saturday, Mr Eric Walker, Secretary of the Scottish Football Association, said. In Argentina, he said, Johnson would take no further part in the competition and would be sent home as soon as convenient.

**Five nations hold Zaire conference**

Five Western powers met in Paris yesterday to discuss aid for Zaire and an effective response to Soviet and Cuban intervention in Africa. Moroccan soldiers have begun arriving in Zaire to replace French foreign legion paratroops, who were sent to Shaba province after the invasion by rebels last month.

**Praise for China from Tory chief**

Britain and China face a common threat from Soviet military forces, Mr Winston Churchill, former defence spokesman, told Chinese army officers near Beijing. Ending a three-day visit, Mr Churchill said: "He was impressed by China's determination to fight invasion or foreign domination."

**Pledge to fight Arab terrorism**

General Shimon Shatton, Israel's defence minister and a leading hawk, said in London yesterday that Israel would fight terrorism against Arab terrorism. He described as the spectre of international terrorism, Palestinian terror attacks have taken more Israeli lives than in any comparable year since 1967. Page four.

**British housing**

Mr Michael Caifer, leader of the Greater London Council, has decided to re-house 200,000 families in a single, large council estate. Incomes, he said, had risen by a shilling, but the cost of the Bengalis had risen by 10p. Page 11.

**Energy battle**

Members of Equity, the service workers' union, inflicted a further defeat on Left-wing motor cycle racers who have been pressing for wider racing changes in the structure of the organisation. Page 11.

**Briefly**

Three competitors were killed and two injured in high-speed crashes at the Isle of Man TT motor cycle races.

**Cricket: England (452-8 dec), West Pakistan (146 and 231) by 4 wickets**

Matthew caused by smog, humidity and sweltering tourists is threatening Leonardo da Vinci's fresco, The Last Supper, in Milan.

**Police court, Weather, Back Page**

## Davignon presses for sharp cut in steel output

BY GUY DE JONQUIERES, COMMON MARKET CORRESPONDENT

The European Commission is pressing for sweeping cuts in production by EEC steel companies. It estimates that fewer than half the companies honoured pledges to limit deliveries in April and May.

Viscount Etienne Davignon, the industry Commissioner, is expected to warn foreign ministers of the Nine in Luxembourg tomorrow that unless over-production is curbed after the U.S. raises its trigger prices for imports on July 1.

Viscount Davignon would undoubtedly like to enlist the political support of EEC governments in implementing the new attempt to impose discipline on the steel market. Some companies have sharply boosted their output since the EEC concluded import restraint arrangements with a number of third country suppliers earlier this year.

The Commission estimates on present trends that production in the EEC could be as high as 36m tonnes this quarter. This would be about 4m tonnes more than the target level laid down in the Commission's quarterly forward programme on the basis of expected demand.

The new forward programme for the third quarter, which is being drawn up by Viscount Davignon, is believed to call for a sharp cut in production to about 28m tonnes. This compares with a production of 30.7m tonnes in the same period of last year.

Viscount Davignon believes current rates of output cannot be sustained for the rest of this year without creating severe disruptions.

Demand usually weakens in the third quarter because of the summer holidays. Export outlets which are subject to the minimum price regime will also rise 5 per cent. There will be smaller adjustments for the other product categories covered by minimum prices, reinforcing bars and merchant bars.

ROY HODGSON writes: The member steel companies of Eurofer, the EEC club of steelmakers, are worried about weaknesses in the Davignon Plan. They intend to press Brussels to be more resolute over maintaining minimum price levels and providing protection against low prices.

BRUSSELS, June 5.

By Rhys David, Textiles Correspondent

ICI FIBRES' prices are to rise by 13-14 per cent for most fibres and yarns from July 1, in the first general increase since the beginning of last year.

The move, which could be followed by other European producers, reflects the company's belief that the man-made fibres market has improved, with demand likely to go up through the rest of this year.

The inquiry — conducted between the end of March and mid-May — confirms the results of the previous survey published at the start of the year. This is in contrast with the pattern of the last two years when the projected increase in investment tended to be revised downwards at successive surveys.

The department's interpretation of the figures for 1978 takes no account of the 3 per cent fall in actual spending between the final three months of last year and the January to March period of 1978. This is officially thought to be a "temporary check in a rising trend." Together with evidence of rising consumer demand and public spending, it confirms expectations of a marked pick-up in economic activity in 1978.

The results of the inquiry are broadly in line with the recent CBI quarterly industrial trends survey. This effectively projected a rise of marginally below 10 per cent in real terms this year after taking into account the iron and steel sector.

A similar picture is shown by more anecdotal reports with no evidence of significant cancellations or postponements of spending plans.

The CBI evidence suggests that intentions are most buoyant among the largest companies and that a large proportion of investment is aimed at modernising rather than expanding physical capacity.

A similar outlook is shown by the survey of distribution and service industries — including shipping. They expect to increase the volume of their expenditure by between 6 and 8 per cent this year and by a further but

Editorial comment Page 18

## Unions adamant on Shelton

BY ALAN PIKE, LABOUR CORRESPONDENT

UNION leaders will report to the British Steel Corporation this week that their members remain determined to stop the closure of Shelton steelworks, Stoke-on-Trent.

Mr Bill Sirs, chairman of the TUC steel committee, said after meeting representatives of the Shelton workforce yesterday there could be "a tremendous battle" if BSC ended steelmaking

at the plant.

The committee had been left in no doubt about the very strong feelings of the workforce, who have been campaigning for seven years to save Shelton.

Shop stewards believe that BSC wants to stop steelmaking at the Stoke plant at the end of this month. This has not been confirmed by the corporation.

Continued on Back Page

## Big banks against paying current account interest

BY MICHAEL BLANDEN

THE BIG banks are expected to reject the Price Commission's suggestion that they should pay interest on their customers' current account balances.

They are likely instead to adopt the Commission's alternative proposal to allow an offset against charges which will be more closely linked to the movements of market interest rates.

The banks appear to have agreed to pay interest on current accounts following discussions with the Inland Revenue.

National Westminster has not so far disclosed its plans.

Other possibilities being considered by the banks include making charges quarterly instead of on a half-yearly basis. This would make it easier for customers to meet the requirements for free banking.

The changes are not expected to be dramatic. They are likely to include a modest rise in minimum balance of £100 or an average of £200 for free banking, created for both the banks and their customers.

In its report on the banks' money transmission services, published in April, the Commission effectively cleared the way for increases in charges by bringing charges more closely into line with costs.

The charge made for debit pensers, which are cheaper for customers to meet the criteria for free bank cheques.

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## EUROPEAN NEWS

NEW SCHEME TO REFINANCE OVERDUE DEBTS

## Citibank \$100m facility for Turkey

BY METIN MUNIR

CITIBANK IS to make a \$100m which has already been over-subscribed by 50 per cent, scheme—in effect a euphemism for bad debt refinancing—has been called the “constructive remittance scheme,” international banking officials told *Financial Times* today. This is understood to be a new approach to tackling Turkey’s foreign exchange crisis, and it is argued that the scheme could be used for other developing countries suffering similar difficulties.

The money will go towards repaying overdue debts to foreign suppliers which could not be settled because of the country’s lack of foreign exchange. Arrears in this category—some dating from as early as February 1977, when normal import transfers were halted—total about \$1.7bn.

A large number of U.S. and European companies are involved in the new facility

Norwegian Finance Minister who will spend two days in Turkey at the end of the month. The credit facility will be used for purchases from Norway.

The credit will be guaranteed not only by the Turkish Finance Ministry but by the beneficiaries as well. In other words, if at the time of maturity Turkey is unable to pay back the \$100m then companies benefiting from it will repay Citibank. Beneficiaries will be asked to make a firm commitment towards this, the officials said.

Exactly how the money will be allocated to individual suppliers has not yet been decided, though Citibank would at least have the right to reject individual names whose credit was unacceptable to it.

An exchange of letters will take place between Turkey and Norway on this subject during the visit of Mr. Per Klepe, the constructive remittance

## Companies bid for Oslo oil licences

By Our Own Correspondent

STOCKHOLM, June 5. THE Norwegian Oil Ministry had received 38 applications involving 44 companies, when the deadline for its fourth offshore licensing round was reached on June 1. The companies are competing for concessions in 15 blocks on the Norwegian continental shelf south of the 62nd Parallel.

Among the major international oil companies applying are: BP, Esso, Mobil, Shell, and Texaco. Newcomers to the Norwegian exploratory scene include: Atlantic Richfield, Getty, Hispanoil, Occidental, and the West German Deminex group.

Phillips, which first discovered oil on the Norwegian shelf and is now operating the Ekofisk Field, is heading a group which includes Asip and Petrofina. The Murphy Oil Company is bidding together with Ocean.

The less detailed of the bids was submitted by Volvo Petroleum, the company formed only last month by the Swedish automobile manufacturer. But under the terms of its agreement to sell 40 per cent of its stock to Norway, Volvo must be among the best placed to win a licence.

The Oil Ministry intends to hold preliminary talks with each group by the end of this month.

Detailed negotiations on individual blocks are expected to start in August and the Ministry hopes to announce the first licence in the autumn.

## Nordic GNP growth forecast

By WILLIAM DULLFORCE

STOCKHOLM, June 5.

THE NORDIC economies are expected to achieve a “modest” growth in real GNP this year including a much lower increase about 2 per cent in 1979. After their unexpected relapse into zero growth in 1977. The payments deficit should be a little smaller but unemployment will continue to grow and there should be no substantial change in inflation rates.

These predictions are contained in the Nordic Economic Outlook, the semi-annual analysis published jointly by the economic research departments of the Danish, Finnish, Norwegian and Swedish federations of industries.

Their predictions in November 1976, of a 3.5 per cent growth for the area as a whole suggest that exports will continue to grow more rapidly than in 1977, stagnated at the 1976 imports and the deficits as a whole should be further reduced.

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The predictions in

# Liberals collapse bodes ill for Bonn coalition

BY JONATHAN CARR IN BONN

**HERR HANS DIETRICH** to be extinguished as a parliamentary force, then West German politics will change profoundly. It is by no means clear who would profit.

The SPD has the more immediate cause for concern. It has now formed the Federal Government in Bonn with the FDP for nearly nine years—first under Herr Brandt, then under Herr Helmut Schmidt. In the last federal elections in October 1976, the FDP received 7.9 per cent of the vote and the SPD 42.6 per cent—enough to allow their alliance to continue, albeit with a majority of only 10 in the Bundestag, the lower house of parliament.

It thus needs relatively little loss of support: countrywide to pull the FDP below the 5 per cent mark. In Hamburg, the liberals suffered a much more sharp reverse—collapsing from 10.9 per cent in 1974 to 4.8 per cent on Sunday. In Lower Saxony the fall was less bad—from 7 per cent in 1974 to 4.2 per cent. But neither result bodes well for a continuation of the federal SPD-FDP alliance into the 1980s. And if the SPD loses its self-satisfaction is misplaced. If political life is now going to be very much harder for Herr Genscher, it will be more anxiety-ridden for Herr Schmidt's government also faces a more immediate problem involving the balance of power in the Bundesrat, the upper chamber of the federal government.

Henceforth, it will not be able to pass legislation without the support of the CDU and the FDP—and the federal government's parliamentary pro-



Hans Dietrich Genscher

blems are likely to increase as a His own CSU at present exists only in Bavaria. Herr Strauss has long stressed how hard it will be for the CDU-CSU alone to come to power in Bonn. If the Lower Saxony cuts across the door to an alliance with the strategy of Dr. Kohl who looked for the kind of developments he wanted to see at federal level, in 1974 the state was ruled by an SPD-FDP coalition. Then in 1976 the liberals threw in their lot with the CDU. Despite recurring problems over voting in the Bundesrat, thus alliance under the young CDU Prime Minister Ernst Albrecht worked well and both sides planned to continue it after Sunday's election. Now Herr Albrecht will rule alone—making his task easier and Dr. Kohl's life more difficult.

In particular Dr. Kohl is likely to come under increased pressure from environmentalists emerged to tempt young, primarily liberal voters. The immediate cause of the upsurge of these parties was an measure. Herr Strauss, who has long urged a policy of "total opposition" to both SPD and FDP government parties, of a nuclear fuel storage and reprocessing plant. None of these groups gained 5 per cent of the vote and their cohesion in the medium term is to say cautiously to alter his view on the issue. He can now point to the Lower Saxony result as a confirmation of his former opinion. Henceforth, it will not be able to pass legislation without the support of the CDU and the FDP—and the federal government's parliamentary pro-

# Big cut in Italy's trade deficit

BY OUR OWN CORRESPONDENT

ITALY SUBSTANTIALLY reduced its trade deficit in the first four months of this year compared to the same period last year following a 1.3 per cent fall in imports and an 11.3 per cent increase in export performance.

After the first four months of this year, the trade deficit L388bn as against L1,388bn during the same period in 1977, according to provisional figures released by

the official statistics bureau, ISTAT.

In April, Italy recorded its first monthly surplus of the current year totalling L1bn as against a deficit of L507bn in April 1977.

During the first four months, the oil deficit, which is included in the overall figures, dropped from L2,413bn in 1977 to L2,256bn. The agricultural deficit, also included in the overall trade figures, totalled

ROME, June 5.

## PENSION REFORM

# Growing problems

BY PAUL BETTS IN ROME

ITALY'S PUBLIC sector borrowing following benefits: seniority pensions with earnings from the time of employment. A recipient can receive two or three separate pensions payable at any age after 35 at some L55,000bn (S122bn) this year's "payout" contributions, disability pensions paid after five years, and an enormous octopus of "survivors" contributions, old age pensions with an insatiable appetite, pensions after retirement, the see according to the Treasury of 60 or 65 for women, provided Minister, Sig. Filippo Pandolfi. Of all its tentacles, one of the paid: and so-called "survivors", longest and greediest is the country's pension system which led the Governor of the Bank of Italy, Sig. Paolo Baffi, to refer to the problem with the tone of an old testament prophet at the central bank's annual meeting last week. Pensions, he said, represented the equivalent of 11 per cent of gross national product last year. This would increase to 13-14 per cent next year and reach 18-20 per cent in 1980.

At long last, however, there appears to be a consensus among political and social forces on the need to reform the pensions system. While the immediate short-term incentive is the need to contain the enlarged public sector deficit to a level acceptable to the International Monetary Fund, in the longer term the reform of the system is crucial for Italy if it is to reduce its high rate of inflation to respectable single digits.

Earlier piecemeal attempts have been blocked by the howls of protest the proposed modifications have aroused, despite the acceptance in principle by the trade unions and the political parties that something must be done. Not only is the system so complicated that few can understand it, but it affects so many people that any changes are almost bound to have severe political repercussions.

Ironically, the pension system has been hailed as the most advanced in Western Europe. Employed workers have the

necessary equipment to identify employed workers and that it could next year start identifying them by 1979.

What has particularly exacerbated the deficit of the system has been the automatic indexation of pensions, introduced eight years ago. Parliament has recently approved limitations at the highest levels, but it is clear that action will also have to be taken for all other pensions. The

indexation has effectively seen pensions increase by greater percentages than those of earnings which have themselves risen at a higher rate than the cost of living. At the same time, certain categories like the Civil Service and the banking system, have enjoyed through the indexation system what have become known here as "super pensions."

The Government is proposing a kind of indirect social welfare system, particularly in the depressed South where the level of unemployment is especially high. They are often much easier to get than old age pensions. Indeed, the main Italian pensions institute, INPS, at present, pays more than 5m disability pensions a year.

There are also very few restrictions on the accumulation of others to 1979.

# Court rules on Renault's grass

BY DAVID CURRY

FOR 20 YEARS the name of Pierre Dreyfus was synonymous with Renault. It was FFr 400,000 towards his pre-marriage between the state and industry which made Renault leading one of Europe's leading motor manufacturers.

Pierre Dreyfus also had a reputation of being a bit of a liberal in politics and eclectic in his art tastes. So when Renault's new chairman, René Bérenger, the bulky and practical figure of Bernard Vernier-Paliez, it was quite clear that M. Vernier-Paliez did not enjoy the view out of his office window, and when it down what would happen if he became clear that extra money work could not be finished, effectively prevented his invoking the law extending to artists outside the front gates in the pool of water which would be the moral ownership of their company would then arrange the centre-piece of the ensemble, work.

PARIS, June 5.

# Cautious union reaction to strikes at motor plants

BY OUR OWN CORRESPONDENT

BY THE middle of the week it will be known whether the strikes at two factories of the Renault motor group will fizz out, or will assume the proportions of a challenge to the Government's incomes policy.

A Rouen court this morning ordered strikers occupying the engine and gear-box plant at Cleon to quit the factory within 48 hours. For the moment, the strikers—who are in a small minority—are maintaining pickets across the entrance and the plant is shut-down.

However, a court at Versailles refused Renault's request for an order compelling several hundred striking press shop workers—mainly immigrants—to stop their occupation of the Flins factory west of Paris. The court warned, however, that the strikers must not damage machinery or prevent

PARIS, June 5.

other workers from operating them, on pain of being forcibly ejected.

As the company has closed the Flins plant until Thursday what it describes as a postponement of the shifts, the situation will remain unclear until the middle of the week.

On the whole there has been little sympathy action elsewhere in the group, though unions at the Douai assembly plant have called a four-hour stoppage.

The unions are treading carefully, apparently caught off balance by the strikes which grew in each case out of local incidents (the dismissal of a worker at Flins for persistent lateness, and regarding difficulties at Cleon). At neither plant does the bulk of the workforce show much sign of following the strikers' lead.

Consider for a moment how much that effectiveness depends on you.

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His truck will break down, gulp fuel and maybe spend four hours on what should be a three hour journey.

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Put him in a Mercedes-Benz truck on the other hand and you'll find he's driving a truck that's reliable, economical and durable. A truck that can be really hammered and hammered hard.

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That's no bad thing.

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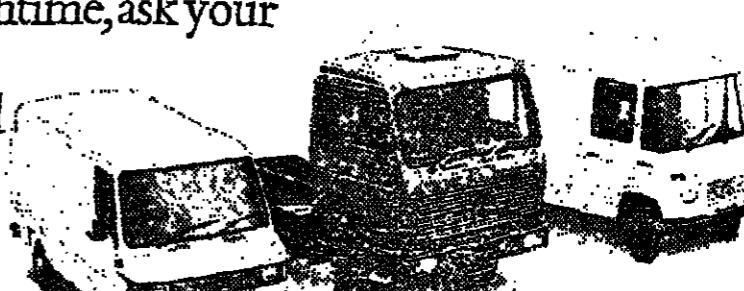
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## WORLD TRADE NEWS

## Further U.S. protest over European aircraft finance

BY DAVID BELL

THE U.S. should move to counter the "predatory practices" of European governments which have recently provided extremely attractive financing terms to help persuade U.S. airlines to buy European jet engines or aircraft, another Congressman said this weekend.

Congressman Mark Hannaford, of California, where the aerospace industry is a major employer, said that the recent sale of the European Airbus to Eastern Airlines and Rolls-Royce-powered TriStars to Pan Am should "raise a few eyebrows and a lot of questions."

Last Thursday Mr. Michael Blumenthal, the U.S. Treasury Secretary, raised the issue with Mr. James Callaghan the British Prime Minister, while he was in Washington. The Secretary protested strongly at the scale of British Government finance for the TriStar sale to Pan Am.

Both the Airbus and the Rolls-Royce engines, he said, were

months to come, despite the record 2.2m tons in April, growth in demand for the metal bringing total imports so far this year to 7.9m tons compared with 4.4m tons in the same period last year. The special reason for this surge was the rush to beat the trigger price mechanism introduced in February to keep out cheaply-priced steel. There is normally a three months delay between order and delivery of steel.

But though imports are now expected to decline sharply, the U.S. steel industry is concerned that the high level so far will affect the market for some prices.

## Record steel imports

BY DAVID LASCELLES

NEW YORK, June 5.

U.S. STEEL imports soared to a record 2.2m tons in April, growth in demand for the metal

bringing total imports so far this year to 7.9m tons compared with 4.4m tons in the same period last year. The special reason for this surge was the rush to beat the trigger price mechanism introduced in February to keep out cheaply-priced steel. There is normally a three months delay between order and delivery of steel.

But though imports are now expected to decline sharply, the U.S. steel industry is concerned that the high level so far will affect the market for some prices.

## EEC urged to call for lower clothing tariffs

BY RHYD DAVID, TEXTILES CORRESPONDENT

EUROPE'S CLOTHING industry growth of overcapacity in wool textile production around the world.

Mr. Roberts said a number of grower and user countries had adopted the policy of promoting and encouraging the creation of additional capacity in areas of

higher tariffs than the EEC, has already been urged by the Secretary for Trade, Mr. Edmund Dell, to improve its current offer, but indications are that American manufacturers will resist strongly.

The renewed European call for reciprocity by both the U.S. and Japanese, which have also put textile industry in countries in what is regarded as an unsatisfactory offer, was delivered at a meeting between EEC members of the European Clothing Industry Association (AEIH) and Vicente Etienne Davignon, the European Commissioner for Textiles. It was also a matter of concern to the European Commissioner for Textiles, he said, that raw wool availability was continuing to decline, especially in Australia.

During the discussions which were held in London, agreement was reached on the lowest point for the establishment of a joint European Commission/AEIH working party. This will have the task of preparing proposals on international and European trading fibres, this had not been reflected in increased profitability by the policies as they affect clothing industry or by growers. A drag

on another textile conference—the International Wool Textile Organisation's annual meeting in Munich—Mr. Michael Roberts, massive overcapacity which the president warned of, existed in the synthetic fibres.

## Foreign interest focused on Pakistan free zones

BY IQBAL MIRZA

KARACHI, June 5.

ABOUT 40 CONCERNs, including enterprises from Japan, Pakistan, West Germany, Norway, France, Belgium, Saudi Arabia and Dubai have expressed a desire to establish industries in the proposed free industrial areas in Karachi. Officials estimate that even if half-those investors set up ventures, their first year of investment alone would amount to nearly Rupees 100m (55m).

Norway has shown interest in setting up port equipment including ship-breaking machinery, West Germany agricultural products, Japan electronic equipment, Belgium glassware and France plastic goods.

The Pakistan Government proposes to set up two free industrial zones one in Karachi, one at Lahore. Legislation is complete and an authority to administer the area has been established.

The Government intends to sponsor four types of investment: fully foreign-owned, majority foreign-owned, fully nationally owned firms in Karachi and Lahore.

## Thai pilot project

BY RICHARD NATIONS

BANGKOK, June 5.

AS PART of a long-term programme to promote export industries, Thailand is organising a free trade zone 35 miles from its Bangkok port, Klong Toey.

Three Thai companies have submitted applications covering a third of the 700-acre estate. Infrastructure for the Export Processing Zone (EPZ) is expected to be complete within 18 months. The incentives proposed, pending amendments to existing laws, include complete exemption from export taxes, full repayment of profit and free trade zone with a loan of capital, exemption from import Bhat 95m estimates that goods and businesses on new plant produced from the EPZ and the equipment and raw materials surrounding 400-acre domestic and eastern residence procedures should be worth about \$200m annually.

These represent a considerable improvement on the Board of Investment's normal incentives for industrial projects and resemble those offered in free Corporation.

## Strong attack on Dell as 'wistful mercantilist'

BY DAVID FREUD

IMPORT CONTROLS are no access for imports is considered alternative to allowing the U.K. a "privilege" and where trading relationships are a question of power and goodwill, reduce total welfare and are unjust.

Deepak Lal, an economist at University College, London.

In a full-scale critique of recent speeches by the Trade Secretary Mr. Edmund Dell, whom he labelled a "wistful mercantilist," Dr. Lal has attacked the politicisation of international trading relationships.

The critique is carried in the quarterly journal of the Trade Policy Research Centre, an independent research institution.

Dr. Lal says it is an illusion to think that if the current functioning of the labour market in the U.K. is accepted as inevitable there should be much more international co-operation to avoid any export credit war. It is likely that this will be one of the subjects discussed at the Bonn economic summit in July.

The same applied, he went on, to the support given to the TriStar deal by the British Export Credits Guarantee Department.

Mr. Hannaford's comments are a sign of a growing feeling in Congress that the U.S. should "retaliate" in some way in the face of European backtracking.

The European industry responds that it has only a minute share of the U.S. market and that the major American manufacturers receive a de facto subsidy in the form of Pentagon research and development contracts and in the long production runs which the production of advanced aircraft for the U.S. armed forces gives them.

Nevertheless, the aircraft deal is another sign of the friction between the U.S. and other industrialised nations in the search for new orders. The indications are that this friction may get worse in the months ahead.

To believe that the latter (in the form of general or selective import controls) or, more generally, a recovery in world trade can solve these problems is a dangerous self-delusion," Dr. Lal argues.

He claims that the trading system of Mr. Dell, with its Protectionist bloc, where market

## French win \$30m Aqaba contract

By Rami G. Khouri

AMMAN, June 5.

SPIE BATIGNOLLES of France

has won a \$30m contract to

oversee design, construction

and supervision, training, procure-

ment of materials and opera-

tional tests for the chemical

fertiliser plant being built at

Jordan's southern port of Aqaba.

As general contractor, Spi

ein Batignolles will supervise all

work on the three main units of

the project, which will produce

phosphoric acid, sulphuric acid

and monoammonium and diam-

monium phosphate fertiliser.

When it comes on stream by

early 1981 the total cost of the

project, which is Jordan's second

largest industrial scheme and

the thirteenth in the world, is

estimated to be \$25m.

The West German Zuidin

group was recently awarded a

\$36m contract by the Jordanian

National Engineering and Con-

tracting Company to undertake

all civil works for the three

production units, and for Zuidin

alone to build a jetty.

The general manager of the

Jordan Fertiliser Industry Com-

pany, Dr. Muhammad Marzouq, told

the Financial Times that his com-

pany is studying the pre-

qualification of many

"marketing organisations" and

plans to narrow the list down to

five or six, who will be asked to

submit definite offers soon.

He claims that the trading

system of Mr. Dell, with its Pro-

tectionist bloc, where market

control is the key to success.

Because TWA gives you first class service that's second to none. You get a

## Bulk ship cartels plan gains support

BY IAN HARGREAVES

PIRAEUS, June 5.

STRONG SUPPORT for the deadweight tonnes of tankers formation of international marketing cartels to improve about three-quarters of the amount needed for the scheme to be activated.

No official comment is available from the Greek owners who are, as ever, playing a cautious game over anything involving disclosure of their business intentions.

Mr. Chandris, speaking at the opening of the Pireaus Shipping Exhibition here said that they, like the Japanese, are worried about possible violation of U.S. anti-trust law and they doubt whether the oil companies will permit owners to hoist rates and so, albeit marginally, increase the price of crude oil.

The Scandinavians' declared objective is to have International Tanker Services incorporated by the end of July. Its effect would be limited to crude carriers over 200,000dwt and its pool would be

push spot charter rates for such vessels trading from the Gulf from the present worldwide

Intercargo, a similar scheme involving planned lay up and controlled supply to the market for bulk carriers, was designed by Mr. Chandris and he will

float the tanker pooling plan with its merits to ten national and Japanese owners on Friday morning for what will be critical negotiations.

The Scandinavians, who first floated the tanker pooling plan more than six months ago, are shipowner associations at a meeting on Thursday.

Shipowners, he said, were now squarely behind the Greek Government's negotiations towards EEC membership. They would take into the community and argue its merits to the largest merchant marine in the Common Market as Greece's

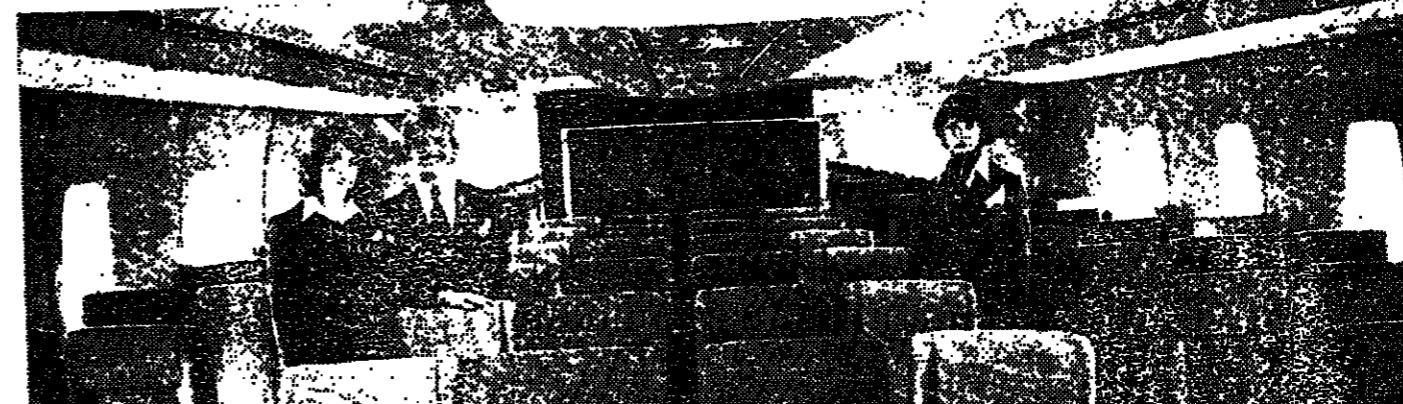
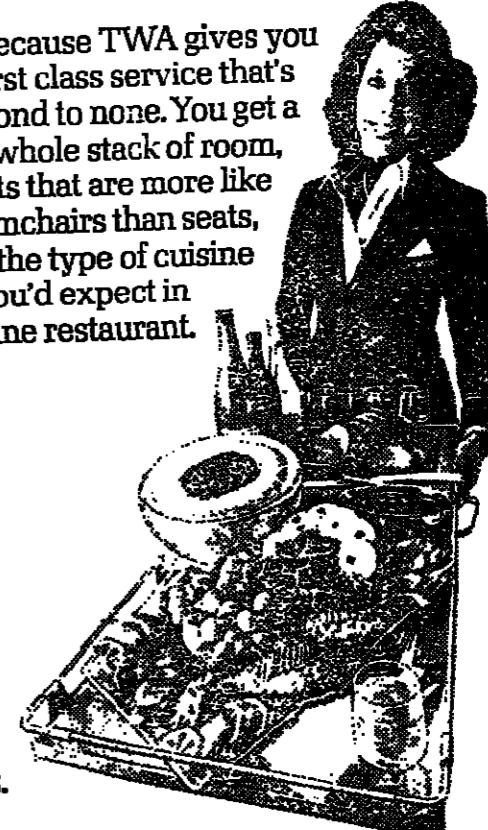
trucks. The scheme already has support from owners of 30m size that of Britain.

## Why it's so much easier when you fly to America with TWA.

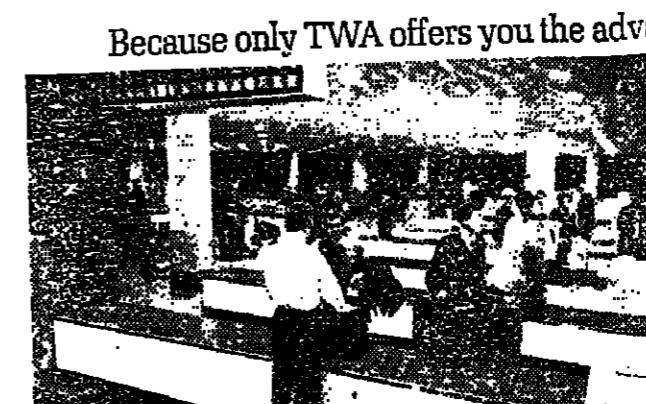
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## HOME NEWS

## Month to wait for Grays' investors

BY MICHAEL CASSELL

INVESTORS with Grays Building Society, which closed its doors at Easter after the death of its chairman and the disclosure of deficiencies of about £7m, will have to wait one more month before they can draw their money.

Their accounts have been attracting interest while they have been frozen—investors had not previously been able to withdraw them.

Forty-fourers from Grays can expect their mortgage rate to fall 1 per cent to bring it into line with the rate charged by the Woolwich Building Society, which is expected to take over the Grays at the end of this month.

Mr. W. H. Hale, the society's new chairman, said that an application for the transfer of engagements to the Woolwich was due to be heard on June 28, two days after members meet to approve the move. When the transfer had been registered, each investor would be sent a passbook for deposits and with-

drawals.

Mr. Hale said the compensation fund, set up by the compensation societies to cover Grays' losses, would provide the money to ensure accounts were credited with interest by the Woolwich on the next interest date after the transfer.

## Overstated

The shareholdings of Grays' directors would not, however, be reimbursed from the compensation fund "or from any other source." This will leave their own investments in the society reduced by more than half.

Grays' accounts were published yesterday. They said that investigations indicated net assets at December 31, 1975, were overstated by £6.37m. In addition, Grays had not received the benefit of £88,077 in mortgages refinanced last year and the sum was written off as irrecoverable. The directors were also aware of a further five cases in the first quarter of this year, totalling £16,225, for which no provision had been made in the accounts. "Further material income tax liabilities" might also exist.

The auditors, Appleby English, said in the report to members the society failed to keep proper books of account and also failed to maintain a satisfactory system of control over its transactions and records. It had not maintained a system to ensure the safe custody of all documents of title belonging to the society and of deeds relating to mortgaged property.

## Scandinavian joint ferry service opens

By Our Own Correspondent

THE OPENING of a new ferry service between the Tyne and Scandinavia by DFDS Danish Seaways yesterday could be the start of a new era of co-operation between rival shipowners.

At an inaugural lunch aboard the DFDS A/S ship, Winston Churchill, Mr. Eric Haining, the company's president, said that instead of fighting his company, Tor Line of Sweden had agreed to a joint service.

The Winston Churchill will sail on the joint service with Tor Line twice a week to Gothenburg and once a week to Esbjerg, in addition to DFDS's ferry, the England, which already operates a twice-weekly service from the Tyne to the Danish port.

Between July 3 and August 2 there will be three sailings a week to Gothenburg from the Tyne and three to Esbjerg.

## Aluminium plant future depends on Government

BY ROBIN REEVES, WELSH CORRESPONDENT

NEGOTIATIONS WHICH could at Lynemouth, Northumberland, and British Aluminium at Invergordon, Scotland, have also indicated an interest in expanding output should cheaper power be available.

Although nobody is saying so, it is conceivable, too, that a special power deal for aluminium could be viewed in Brussels as infringement of EEC competition rules.

The aluminium companies claim, however, that they are presently paying a higher unit price for their electricity in the UK than elsewhere in Europe.

The implication is that the investment could go elsewhere unless Cabinet approval for a special deal is forthcoming.

This is not the first time the Government has had to intervene in negotiations between the aluminium industry and the electricity authorities. The 1964-71 Wilson Administration sanctioned a special price to persuade the producers to build smelters in the UK in the first place.

Expansion of Anglesey Aluminium would make the UK virtually self-sufficient in aluminium. Consumption presently amounts to 550,000,000 tonnes a year, of which 100,000 tonnes—Alcan with a smelter 150,000 tonnes is imported.

The aluminium companies

## Schools voucher plan 'not the best'

By Michael Dixon, Education Correspondent

MOVES TO increase parents' choices by giving them vouchers to help them at the schools they prefer were hampered yesterday by the results of a recent study by Kent County Council in the Ashford area.

Almost half the teachers questioned said they would refuse to teach under voucher schemes as advised by the two main

The schemes have been strongly advocated by Dr. Rhodes Boyson, an official Conservative spokesman on education.

The study concluded that vouchers would not necessarily be the most satisfactory means of improving parental choice.

## Decisive

The decisive factor would be the availability of surplus capacity in the schools, whether vouchers were adopted or not.

The Conservatives still insisted, however, that local authorities should be free to carry out practical experiments.

The surveys showed that six in every 10 parents wanted more influence over their children's schooling. The majority said they

would use a voucher to transfer child if the present school's educational standards seemed to be failing or its discipline were weakening.

## Costly

But only one in every 10 was dissatisfied enough to want to make an immediate change.

The study also found that voucher schemes would be very hard to administer effectively. They would increase costs in the Ashford area alone by between £100,000 and £13m a year, depending on whether the scheme was confined to the State sector or extended to include independent schools.

Of the parents with children at State schools, 8 per cent said they would change to independent schooling if the voucher could be offset against the fees.

Education Vouchers in Kent: County education officer, Maidstone: full report £7.20, main findings £1.25.

## Yorkshire buyer to revive Mull malt

By Kenneth Gooding

A WEST Yorkshire businessman, Mr. Stewart Jowett, has bought the malt whisky distillery on the Island of Mull. It will come into production again in September.

The distillery, called Ledaig, but to be renamed Tobermory, has had a chequered life. It was built in 1823 but closed for the first time in 1923 by the Distillers Company.

In 1972, a consortium including the Domecq sherry group and the Liverpool-based Larrington Steamship Company, started distilling again and added two new stills.

Much of the malt whisky produced went to Chivas, the Canadian Seagram group offshoot which makes the Chivas Regal brand. That contract was ended in 1973.

In January 1974, Ledaig went into the hands of a receiver and he has now sold it to Mr. Jowett's Kingleavington Property Company of Cleckheaton.

The consortium spent £350,000 adapting the distillery and its production peak it employed nine people and had a capacity of about 600,000 gallons a year.

Some financial assistance was given by the Highland and Islands Development Board. The price now paid for Ledaig has

not been disclosed.

Mr. Jowett said last night that he hoped to "start distilling in a small way" in September.

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# 'MILTON WHO?'

we can move into the new factory just a month from today.

'That's fast.'

'There are places all ready and waiting from 1,500 square feet...'

'Bit small?'

'...to 100,000 square feet. And there are some very nice sites available to build on'.

'You on commission?'

'Then there's communications. It's right on the M1, and the A5 goes right through the place, so does the main rail link from London...'

'Hey, slow down, what's all this afive?'

'The M1 is the main motorway from London to Birmingham, the A5 is the...'

'Yeh okay. Highways, highways'.

'There's no problem with housing the staff. And I don't think we'll have anything but compliments about the place. It's got good shopping, lots of schools, plenty of wide open spaces, lots of good pubs. It's just a few miles outside London.'

And Oxford, Stratford, Cambridge are all easy drives.'

'Yeh. Fine, fine.'

'And it's the perfect base for serving Northern Europe. Apparently that's one of the reasons why Rank Xerox moved in.'

'Americans there already?'

'Oh yes, Coca-Cola, Nacanco, Hammond Organs, Reads, Allen-Bradley, Redken Laboratories, Southland Corporation'.

'Great. I'm sold.'

## MILTON KEYNES

'The place is called Milton Keynes, Harry.'

'Sounds good. You think we should put the U.K. Operation there, right? Why?'

'Well for a start,



## Pay curb impact on staff 'limited'

BY JAMES MCDONALD

NEARLY 60 per cent of British engineering companies believe that wage restraint and its erosion of pay differentials has not brought them "significant" problems in retaining skilled staff.

But over 40 per cent of 103 engineering companies surveyed last month by Manpower, the international work contractors, claimed that skilled workers were changing jobs more often as a result of Phase Three wage restraint.

More disturbing, the survey adds, was that highly skilled staff were not only leaving to improve their income but often to take up work in other fields.

### Flexible

Only 57 per cent of the companies questioned favoured a return to free collective bargaining in August. The remainder believe that a Phase Four pay policy should be introduced, with 75 per cent of this total saying that the policy should be compulsory.

Most of this large minority of engineering companies would want the pay rise limit retained at 10 per cent, although a few of them would prefer to see the limit dropped to 5 per cent.

The statutory policy should be more flexible within these limits, said the companies in favour of a Phase Four.

Smaller companies in particular asked for more flexibility to restore differentials. Larger ones with over 1,000 employees preferred a great flexibility in terms of companies' payroll, with most of them seeking more flexibility within a pay limit linked to productivity.

## Fuller to boost brewery with £3m expansion

BY KENNETH GOODING

THE BREWING GROUP, Fuller Smith and Turner, which has benefited from the revival of its interest in traditional beers, is spending £3m on the second stage of developing its Griffin Brewery at Chiswick, West London.

To help finance the project the group, a public but unquoted concern with about 150 pubs and off-licences, in April issued £100m of Eagle Stock Insurance at £750,000, 30-year, debenture carrying 13% per cent interest.

Fuller has already spent £1m on the initial expansion of the brewery and by the time the second stage is completed in three years, capacity will have been raised by 50 per cent, from 15m pints to 274,000 pints a week. This would give Fuller space

to help finance the project the group, a public but unquoted concern with about 150 pubs and off-licences, in April issued £100m of Eagle Stock Insurance at £750,000, 30-year, debenture carrying 13% per cent interest.

Mr. Noel Chambers, Fuller's finance director, said yesterday that his company, which is determined to remain independent of the major groups, expected to be able to meet the rest of the £3m cost from cash flow and, possibly, the sale of some properties subject to compulsory purchase orders.

## Government aid sought for gambling council

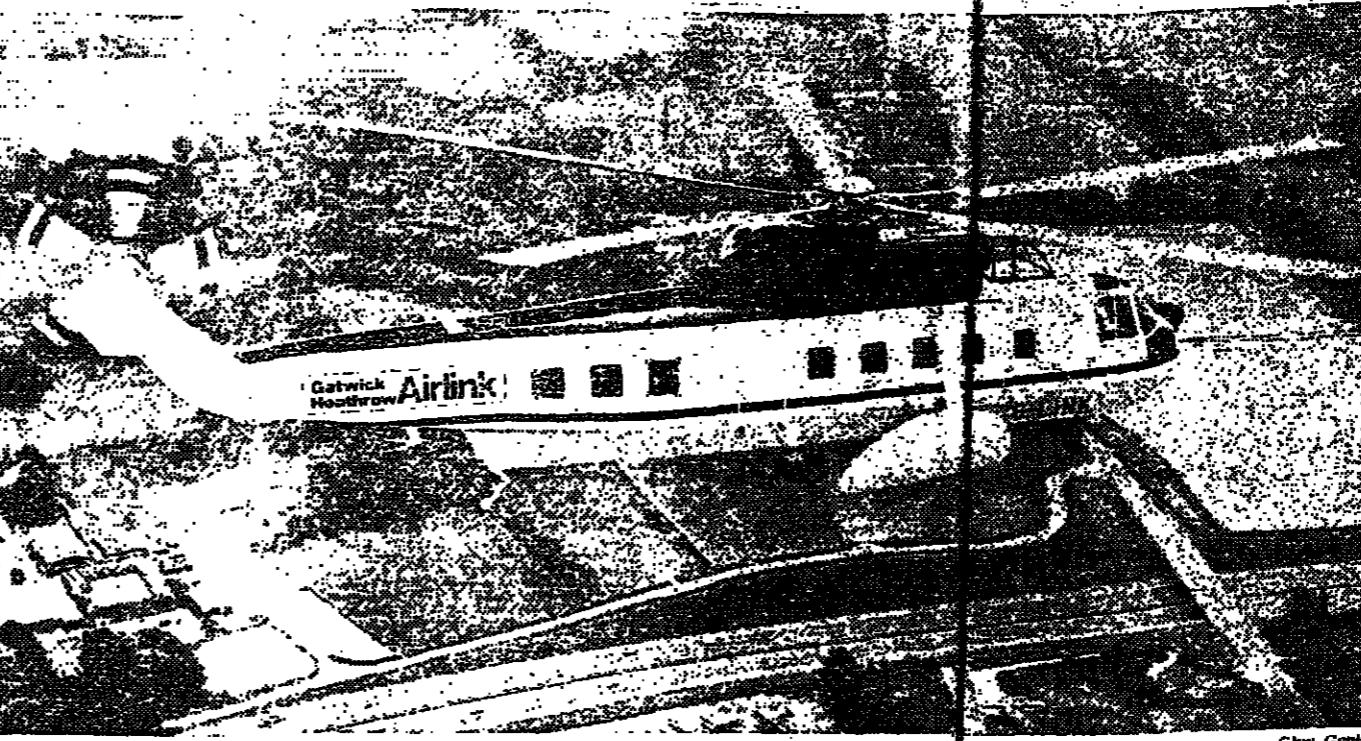
BY CHRISTOPHER DUNN

THE GOVERNMENT has been asked to give up to £6,000 a year, or a third of the annual running costs of the new National Council on Gambling to replace the 46-year-old Churches' Council on Gambling to be dissolved in August.

The Home Office had deferred any decision until after publication next month of the Royal Commission's report on gambling.

The Joseph Rowntree Charitable Trust, which already contributes to the Churches' Council, has promised to pay £6,000 a year for the first three years.

The Home Office voluntary services unit had been asked to year for the first three years.



## Clash on plan to mine fluorspar

BY PAUL CHEESBRIGHT

A CLASH between Dresser Minerals International and Peak District National Park supported by environmental interests is likely following a company's application to mine fluorspar at Conisbrough, in Youlgreave.

Dresser officials will today meet the Youlgreave Park Council to explain their proposal. Later this month, there will be a public meeting where the views expressed are expected to influence the decision of the Park's Planning Board, which could be made known in July.

If the planning board rejects the application, Dresser will appeal to Mr. Peter Shore, Secretary for the Environment. Gary Thiele, Dresser's manager in Derbyshire, explained that a company would be hurt if it had no access to the fluorspar although it would not be part of business.

A fairly large body of ore involved, which he said, could mine quickly with relatively little development. If access is denied, the company would be one-and-a-half years of production.

The needs of the company inevitably clash with the principle of keeping national parks free of commercial development. The great difficulty for the Peak District Park is that it contains about 80 per cent of the country's fluorspar reserves.

### Dividend opinion

The UK is a 'net exporter' of fluorspar, which is used as a fluxing base in metals, smelting and in aluminium processing.

In the past, local opinion Youlgreave has been fairly evenly divided, reflecting the classic clash of interests between the desire to see new employment opportunities and the preservation of environment amenities.

Dresser, a subsidiary of Texas concern, took over the fluorspar mine and processing plant at Hopton, about six miles from Youlgreave, earlier this year and made an investment of about £4m. It now employs 120 people and has been building mill production over the past three weeks.

In March, it made clear that, would be seeking planning approval for exploration and development work. The site it now seeking to mine embank land for which its predecessor C. Gullin (Derbyshire), had planning permission.

The National Park Planning Board is treating the application with some caution, having been its attempt to prevent Imperial Chemical Industries starting new limestone quarry near Buxton. It is particularly anxious about the restoration of land after the mining—both opencast and underground—has finished.

There have been suggestions that the Board will seek from Dresser a bond to cover restoration later. But this is opposed vigorously by the company. "The plan we presented involved full restoration of the site," Mr. Thiele declared.

# The businessman's guide to incentives available in the Areas for Expansion.

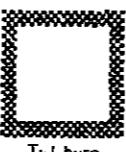
Below is a brief guide to the investment incentives available in the Areas. They apply to companies moving into, or already in, the Areas for Expansion.

Are you planning your company's future now?

Greater benefits are available in Northern Ireland.

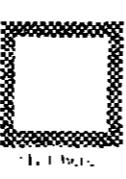
## Capital grants

Manufacturers can obtain capital grants of 20% or 22% for new buildings; also for new plant and machinery in many Areas.



## Attractive finance

Interest-relief grants, or favourable-term loans. Fixed-interest loans from European Community funds.



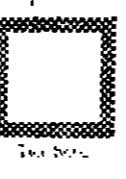
## Rent-free factories

Up to 2 years rent-free (exceptionally, 5 years). Options to purchase on long lease. Wide range of new factories available.



## Rent-free offices

Grants for office rents for up to 7 years. Grants for new jobs created within 5 years. Grants for staff moved.



London tel: 01-211 6486

34-hour information service for bookings, 0800-01-064-201.

Scotland: Glasgow, Tel: 041-248 2855

Wales: Tel: Cardiff 2121 (STD code 0222)

Northern Region: Tel: Newcastle 24722 (STD code 0632)

North West: Tel: Manchester 216 2171 (STD code 0161-216 5756)

Yorkshire & Humberside: Tel: Leeds 443171 (STD code 0532)

East Midlands: Tel: Nottingham 56181 (STD code 0602)

1-493 0601



## Areas for Expansion

ISSUED BY THE DEPARTMENT OF INDUSTRY IN ACCORDANCE WITH THE LOCAL ECONOMIC PLANNING POLICY. THE AREAS FOR EXPANSION

To: The Industrial Expansion Team, Department of Industry, Millbank Tower, London SW1P 4QU.

Please send me full details of the benefits available in the Areas for Expansion, as I have indicated above.

NAME \_\_\_\_\_

POSITION IN COMPANY \_\_\_\_\_

COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_



FT 5/6G

## HOME CONTRACTS

### Hotpoint places £1.2m mobile radio order

AN ORDER worth over £500,000 by over 30 base stations to 41 mobile radio stations installed in their vehicles. The system is expected to handle up to 10,000 messages a day.

W. H. SMITH AND CO. (Whitchurch) Ltd, which won more than £1m worth of orders last year, and is believed to be one of the largest single commercial orders for supplying 450 tonnes of steel for mobile radio equipment ever worth £150,000 to Kier for the service engineers will be linked to the service.

## FT business diaries change

THE Financial Times has produced for 1979 new versions of its desk and pocket diaries, designed for the businessman and incorporating suggestions resulting from a survey of customers' opinions.

Among several features in the desk diary are: a detachable address and telephone section; a business vocabulary in English, French and German; a series of information charts covering 20 countries; a 48-page full-colour glossary; and information on travel—passports, visas, health and insurance.

# When a company is as deeply embedded in British daily life as we are, and is going public, it seems proper that you should know more about us.

Look about you. Right now. You are surrounded by aluminium. In all probability, metal of our manufacture.

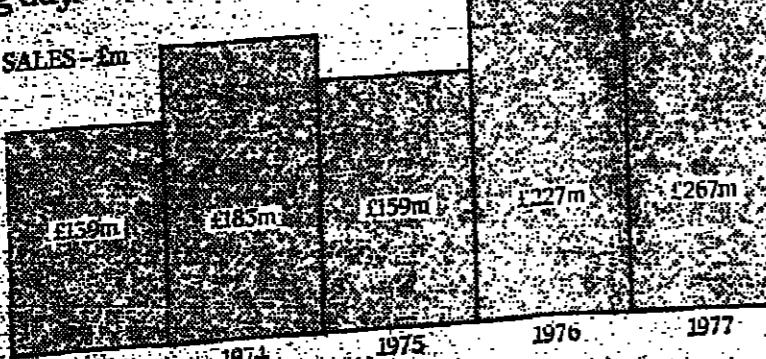
From the foil cap on your morning pint to the high-tensile extrusions and plate that form the frame of Concorde, Alcan aluminium is contributing to British life at all levels.

#### At work in Britain since 1909

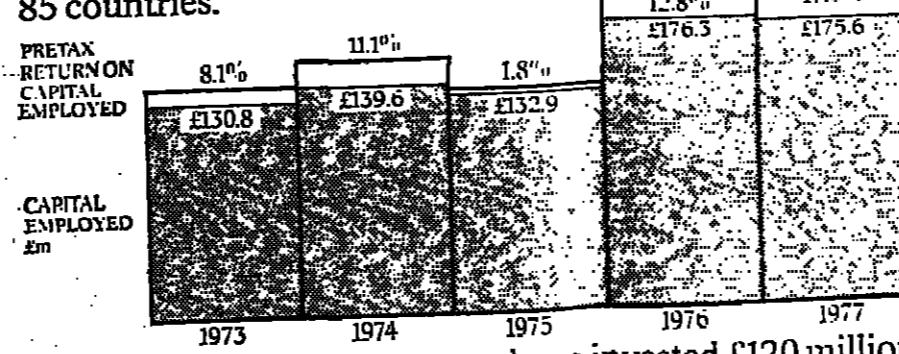
Beginning as Northern Aluminium Company Limited, Alcan has been in Britain for 69 years. We now operate at 54 locations and employ more than 8000 people.

Alcan's smelter at Lynemouth (powered by its own coal-fired generators) produces 120,000 metric tonnes of primary aluminium ingot a year, one-third of the total UK production.

The volume and value of our production has grown steadily in that time. In 1977, sales were £267 million—around £1 million every working day.



Of that, £64 million—almost a quarter—was earned overseas by production exported from the UK to 85 countries.

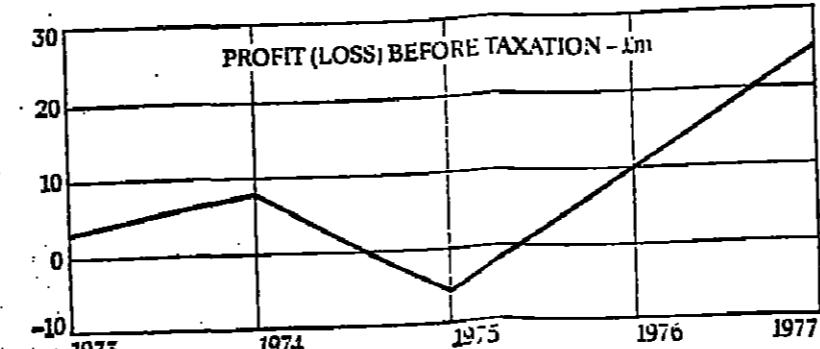


In the last ten years we have invested £120 million and plan to spend a further £24 million in 1978.

#### Where will Alcan be in 2009?

The future of the company is the future of the metal. And its derivatives.

And appears limitless. New uses, new applications, appear constantly. Increased demand increases production which lowers costs. Which stimulates more growth.



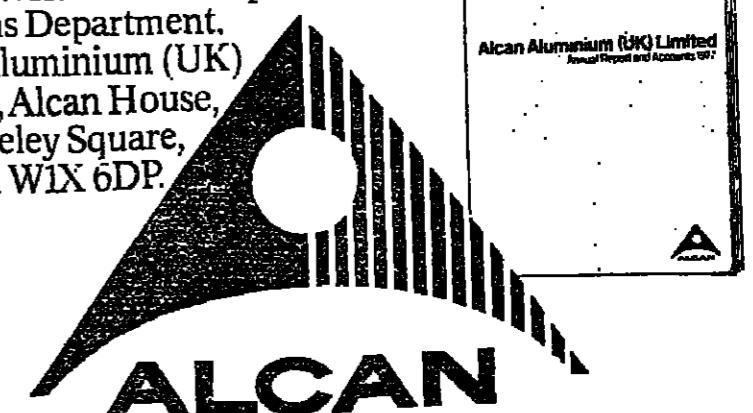
#### **Alcan products and interests: the expected and the unexpected.**

Aluminium ingots	Strip for bottle closures	Refrigerated containers
Extruded sections	Ventilators and louvres	Strip for lithographic printing
Household and catering foil	Concorde components	Yacht masts
Roofing and cladding	Bullet proof glass	Armour plate
Extrusions for tennis racquets	Foil for bottle and yoghurt tops	Foil dishes
Windows and double glazing	High pressure gas cylinders	Cable sheathing
Glazing	Wire for knitting needles	Van bodies
	Bonded panels	Packaging laminates

*—these and countless other activities spread Alcan's interests through the transport, electrical, construction, packaging, domestic appliance and other industries, a form of diversification which contributes to stable growth.*

If you would care to know of these matters in greater detail, please send for a copy of our Annual Report and Accounts for 1977.

Write to the Corporate Relations Department, Alcan Aluminium (UK) Limited, Alcan House, 30 Berkeley Square, London W1X 6DP.



## NOTICE OF REDEMPTION

To the Holders of

## Continental Oil International Finance Corporation

9½% Guaranteed Debentures Due 1985 Issued under Indenture dated as of July 1, 1970

NOTICE IS HEREBY GIVEN that pursuant to the provisions of the above-mentioned Indenture, \$3,750,000 principal amount of the above described Debentures have been selected for redemption on July 1, 1978, through operation of the Sinking Fund, at the principal amount thereof, together with accrued interest to said date, as follows:

## DEBENTURES OF \$1,000 EACH

5-5	1056	2086	3028	4058	5019	6016	6978	7921	869	9972	11052	12847	13845	14928	15911	16904	17946	18085	20017	21115	22151	23197	24015
7	1078	2098	3029	4059	5020	6015	6983	7924	869	9974	11074	12849	13846	14930	15912	16905	17947	18088	20028	21129	22152	23199	24018
11	1089	2127	3040	4071	5042	6033	6997	7951	872	9974	10974	12850	13847	14931	15913	16906	17948	18089	20029	21130	22153	23200	24019
12	1092	2130	3042	4073	5043	6035	6998	7952	873	9975	10975	12851	13848	14932	15914	16907	17949	18090	20030	21131	22154	23201	24020
32	1700	2145	3059	4094	5058	6070	7021	7949	874	9976	10976	12852	13849	14933	15915	16908	17950	18091	20031	21132	22155	23202	24021
40	1116	2151	3064	4120	5075	6078	7041	7950	875	9977	10977	12853	13850	14934	15916	16909	17951	18092	20032	21133	22156	23203	24022
50	1118	2154	3064	4120	5075	6078	7041	7951	876	9978	10978	12854	13851	14935	15917	16910	17952	18093	20033	21134	22157	23204	24023
51	1119	2154	3064	4120	5075	6078	7042	7952	877	9979	10979	12855	13852	14936	15918	16911	17953	18094	20034	21135	22158	23205	24024
63	1132	2187	3162	4152	5112	6084	7053	7953	878	9980	10980	12856	13853	14937	15919	16912	17954	18095	20035	21136	22159	23206	24025
64	1144	2187	3162	4152	5112	6084	7054	7954	879	9981	10981	12857	13854	14938	15920	16913	17955	18096	20036	21137	22160	23207	24026
65	1145	2187	3162	4152	5112	6084	7055	7955	880	9982	10982	12858	13855	14939	15921	16914	17956	18097	20037	21138	22161	23208	24027
66	1146	2187	3162	4152	5112	6084	7056	7956	881	9983	10983	12859	13856	14940	15922	16915	17957	18098	20038	21139	22162	23209	24028
67	1147	2187	3162	4152	5112	6084	7057	7957	882	9984	10984	12860	13857	14941	15923	16916	17958	18099	20039	21140	22163	23210	24029
68	1148	2187	3162	4152	5112	6084	7058	7958	883	9985	10985	12861	13858	14942	15924	16917	17959	18100	20040	21141	22164	23211	24030
69	1149	2187	3162	4152	5112	6084	7059	7959	884	9986	10986	12862	13859	14943	15925	16918	17960	18101	20041	21142	22165	23212	24031
70	1150	2187	3162	4152	5112	6084	7060	7960	885	9987	10987	12863	13860	14944	15926	16919	17961	18102	20042	21143	22166	23213	24032
71	1151	2187	3162	4152	5112	6084	7061	7961	886	9988	10988	12864	13861	14945	15927	16920	17962	18103	20043	21144	22167	23214	24033
72	1152	2187	3162	4152	5112	6084	7062	7962	887	9989	10989	12865	13862	14946	15928	16921	17963	18104	20044	21145	22168	23215	24034
73	1153	2187	3162	4152	5112	6084	7063	7963	888	9990	10990	12866	13863	14947	15929	16922	17964	18105	20045	21146	22169	23216	24035
74	1154	2187	3162	4152	5112	6084	7064	7964	889	9991	10991	12867	13864	14948	15930	16923	17965	18106	20046	21147	22170	23217	24036
75	1155	2187	3162	4152	5112	6084	7065	7965	890	9992	10992	12868	13865	14949	15931	16924	17966	18107	20047	21148	22171	23218	24037
76	1156	2187	3162	4152	5112	6084	7066	7966	891	9993	10993	12869	13866	14950	15932	16925	17967	18108	20048	21149	22172	23219	24038
77	1157	2187	3162	4152	5112	6084	7067	7967	892	9994	10994	12870	13867	14951	15933	16926	17968	18109	20049	21150	22173	23220	24039
78	1158	2187	3162	4152	5112	6084	7068	7968	893	9995	10995	12871	13868	14952	15934	16927	17969	18110	20050	21151	22174	23221	24040
79	1159	2187	3162	4152	5112	6084	7069	7969	894	9996	10996	12872	13869	14953	15935	16928	17970	18111	20051	21152	22175	23222	24041
80	1160	2187	3162	4152	5112	6084	7070	7970	895	9997	10997	12873	13870	14954	15936	16929	17971	18112	20052	21153	22176	23223	24042
81	1161	2187	3162	4152	5112	6084	7071	7971	896	9998	10998	12874	13871	14955	15937	16930	17972	18113	20053	21154	22177	23224	24043
82	1162	2187	3162	4152	5112	6084	7072	7972	897	9999	10999	12875	13872	14956	15938	16931	17973	18114	20054	21155	22178	23225	24044
83	1163	2187	3162	4152	5112	6084	7073	7973	898	9999	10999	12876	13873	14957	15939	16932	17974	18115	20055	21156	22179	23226	24045
84	1164	2187	3162	4152	5112	6084	7074	7974	899	9999	10999	12877	13874	14958	15940	16933	17975	18116	20056	21157	22180	23227	24046
85	1165	2187	3162	4152	5112	6084	7075	7975	900														

## LABOUR NEWS

## Textile unions merger backed

By Rhys David

**SUPPORT FOR** mergers of unions within the clothing, textile, and footwear industry to create one large grouping capable of representing the whole sector has come from the National Union of Hosiery and Knitwear Workers.

Mr. Harold Gibson, general president of the union, speaking at its conference in Edinburgh, warned that small unions of under 200,000 members, such as existed in textiles, were vulnerable in respect of the influence they could exert and the services they could give to their members.

"There should be talks taking place between the unions in order to unify the trade union structure and to create a vibrant organisation for the present and for times in which we live," he urged.

The trade union structure within textiles "is still very largely based on geographical areas with separate unions covering cotton and man-made fibres in Lancashire, wool textiles in Yorkshire, knitwear largely concentrated in and around Leicestershire and Nottinghamshire. Clothing is represented by another union, the National Union of Tailors and Garment Workers."

## Bigger units

Some mergers have taken place, but these have consisted very largely of consolidation of smaller unions to form bigger units within these geographical areas. In Lancashire, 24 semi-independent associations, covering separate districts, have been federated to form the 45,000 member Amalgamated Textile Workers Union. In Yorkshire, the National Union of Dyers and Bleachers, the biggest unit with about 60,000 members, is allied with other smaller, mainly craft unions in the National Association of Unions in the textile trade.

Pressure for further groupings across traditional textile industry divisions comes partly because of the increased integration of the industry, but also because of the competitive threat posed by the general unions. The GMWU and the TGWU have been paying increased attention to textiles where both already have considerable membership. The engineering unions, the AUEW and the SEPTU are also represented in the industry.

The Amalgamated Textile Workers, in advance of Mr. Gibson's remarks, have already held preliminary talks with the National Union of Dyers and Bleachers, aimed at exploring a possible merger, and the TUC has been asked to make its good offices available to assist. The main obstacle encountered so far has been the ATWU's own structure as a federation, and before any further moves are made the union is to examine ways of uniting into a single body.

## Union urges higher public spending

By PAULINE CLARK, IN SCARBOROUGH

BRITAIN'S THIRD biggest union, manufacturing and greater tax establishing within the trade 950,000-strong General and relief as a priority in solving the union movement a new radical Municipal Workers' Union, is country's economic difficulties. Left because only by going to preparing a campaign for "radical" approach in the confrontation we can secure the increased public expenditure.

Its views became clear yesterday, Mr. David Bassett, general secretary of the union, said: "Our standard of living and the public sector was taken up by economic ills in the opening debates of its annual conference in Scarborough. The quality of our lives depend on delegates supporting an executive committee's motion on unemployment by raising the services.

The union's policy of fighting the services is "We have stood—and we will continue to stand for a new drive to employment and Britain's and chairman of the TUC, said: "Our standard of living and the public sector was taken up by economic ills in the opening debates of its annual conference in Scarborough. The quality of our lives depend on delegates supporting an executive committee's motion on unemployment by raising the services.

The executive asked for a proposal for a return to work in a dispute which has halted all output at Chrysler's Ryton, Coventry, factory will be put to a mass meeting of 1,500 production workers.

A peace formula was reached during talks at the weekend and put to section meetings of the men involved yesterday. This resulted in some groups accepting the proposals and others rejecting them and staying out of the closed shop.

While the Labour Party and trade unions were trying to achieve a consensus on the issue, Mrs. Margaret Thatcher and her supporters were indulging in political opportunism.

Mr. Bassett said the advantages of the closed shop had received too little attention.

It avoided friction between unions and non-trade unions, as well as inter-union difficulties, and there were advantages in voluntary collective bargaining.

Mr. Turner attacked those who had a solution to unemployment in the return of married women to the home.

This could lead to the collapse of the National Health Service, service industries and many sectors of the manufacturing unions."

## Discrimination blamed for jobless women

By OUR LABOUR STAFF

THE Manpower Services Commission was accused yesterday of failing to tackle job discrimination against women. In 1976, she said, female unemployment was rising twice as fast as male unemployment. In 1977 it rose to the "alarming" three-fold level.

Miss Pat Turner, national officer in the General and Municipal Workers' Union, said the commission had failed to overcome or even seriously challenge the sexual division of labour through its training or economic promotion scheme.

She told the union's conference: "Women remain as firmly

linked to that limited number of women's industries and women's jobs as they ever were."

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# Mr Carew's positive academy for job-hunters

BY MICHAEL DIXON

"WHAT can you do for us. 'You're going into a pool, are highly liable to be jeopardised Tom,'" the telephone caller and you can be out of it again by colour-prejudice among asked the head of the Percy in few hours if you swim employers. Coutts careers consultancy in properly. And times aren't bad. "When prejudice exists—London. We're shutting 23 for you. They're good because it does—and the person's need is bakeries and making 8,000 hardly anybody else in the pool to get a new job, there's no use people redundant." That was known, anything about job in waiting for the prejudice to hunting, which you soon will... be abolished. Given an inter-

"What could I say to them?" This kind of oratory has clear view, the candidate has a fair overtones of Sir Henry chance of overcoming it. But the other day. His question was Newbold and "Play up! play not when all he is to the em- purely rhetorical. "I said I'd up! and play the game!" But player is one of a lot of letters anyone who pointed out the of application, most of which were £7.90.

So he mustered four of his staff, conscripted four of the would not displease him. Facing the facts and squaring the shoulders in his view the through to the interview stage, employment market, com- essential first steps to recovery from unemployment.

A bit of inspirational help is therefore worth any amount of pity. And if revitalising the newly jobless requires Mr. Carew to behave like a some- what old-fashioned public school headmaster, then so be it.

"We're entirely on their side, but we don't pander to them. I'm highly autocratic. I don't allow them to argue with me. They were doing. 'If you're in a capitalist society, and been serving as financial direc- tory. But where are you going to go now—to the grave or something?'

"The truth is that you aren't redundant. It's this business operation that is redundant. Staff do not mince words. An working as financial director. You are all valuable workers. Any customer of Coutts who And you're not joining a long skin is not white is almost sure demurs at such tactics is sum- queue of unemployed. No to be told graphically that his marily convicted of "negative queuing is necessary.

## Forestall

The tactic of forestalling is taught also to people whose former job-title does not convey the responsibility of the job they were doing. "If you're in a capitalist society, and been serving as financial direc- tory. But where are you going to go now—to the grave or something?'

"In teaching them, Coutts's application is that you were

unemployed manager whose

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And you're not joining a long

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queue of unemployed. No to be told graphically that his marily convicted of "negative queuing is necessary.

There are few worse offences. Only by saying or writing "I was made redundant" (40p). "I was involved in a clash of personalities" (50p), or "I am redundant" (40p) can a customer incur a heavier fine. The lightest is 10p for the wearing of each or any of a white shirt, a woollen scarf, a cardigan, or a club tie. Last week's takings paid to the Salvation Army, were £7.90.

The system of fines works. Tom Carew believes, by reminding the jobless to be careful in promoting their own interests. "And generally they soon learn to do that, although I do wish I could say the same about the companies that find themselves having to carry out redundancy exercises."

"You know, an announcement that so-and-so is putting so many people out of work is likely to make the company's buyers go off and look for other suppliers, which increases the risk of having to make more people redundant in future. If a business is to avoid effects like that, then careful public relations as well as industrial relations planning is necessary. So I've lately started to extend our services to advising companies on redundancy exercises so they can give the best possible chance not only to the employees' interests, but also their own."

Spillers did not do this, he when you've lost your job. But that's not what they think when they first arrive here. Their typical opening remark is that they're going to write to the biggest 100 or, if need be, 1,000 companies. Then we say they might as well throw the letters in the waste bin, because big organisations are getting rid of people probably, and certainly not much interested in the unemployed.

"But you can still help a fair deal. For instance, most workers don't realise that employers tend to look very favourably on candidates who live close to the company site.

Propriety is a highly saleable advantage, and people can be taught to make use of it in just a few minutes."

In general, however, the immediate stiffening of personal morale was the best Mr. Carew's squad could do for the Spillers 8,000, most of whom have now disappeared from his ken. The only exceptions are some 30 managers of the closed bakeries who are training under Coutts's tutelage for re-entry to the working world. The charge, usually paid by the former employer, is 7½ per cent of salary, although discounts of up to 50 per cent are available for bulk orders.

"Look at this chap," he said. "Hopeless. He comes from the gutter. No social ambitions at all. No idea how to present himself. Appalling career record... He's going to get himself a damn good job you can or should do. And it's going out and know. He has absolute first-class ability underneath."

## MEDIUM TERM FINANCING

A major, locally-owned bank in a Gulf State requires an Officer fluent in written and spoken Arabic with detailed working knowledge of all aspects of documentation for syndicated loans.

The position would suit someone between 25 and 35 years of age who is willing to spend a limited period abroad in order to add depth to his career experience.

The individual should be prepared to live in the Middle East for at least two years and to train local staff in the support of the lending operations of the bank.

A university degree or appropriate qualification is preferred but is not essential provided a thorough knowledge of the technical aspects of the job can be demonstrated and the applicant has a good working knowledge of the English language.

The bank, which is one of the oldest in the area, has an excellent reputation, both in the domestic and international markets, together with first-class connections. The lending operations of the bank have been developed to a point where in order to sustain the development and expand this additional capacity for growth, another specialist in medium term financing is now needed.

A competitive salary will be offered in an income tax-free country together with free accommodation, a car and generous arrangements for home leave.

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The appointment will be in the Department of Accountancy in which the present staff are Professor David Fife, Professor C. Shaw, Senior Lecturer, and a number of others with the assistance of part-time lecturers and tutors.

The Professor will participate in the teaching and research of the Department according to his special interests but will be required to teach areas of financial accounting and reporting, managerial accounting or business finance. The successful applicant will be required to take a leading role in the development of the doctoral programme which has recently been approved and that he will take an active part in developing research interests.

Persons with primary qualifications and research interests in accounting and research in a concrete area and with interest in accounting which they now wish to develop are particularly invited.

Further particulars may be had from The Secretary of the University of Glasgow, Glasgow, G12 8QQ, with whom applications (12 copies, giving the names and addresses of three referees) should be lodged on or before 20th June, 1975. In reply please quote Ref. No. 41845.

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# The Management Page

## Putting distribution strategy under the microscope

**THE PROBLEMS** of distribution have seldom been high on the agenda at Board meetings. Yet there is a growing band of people who see it as an increasingly important area for attention at the highest level.

The champions of this cause, most notably the National Economic Development Office's economic development committee (Little Nelly) for international freight movement, believe that as companies find it increasingly difficult to boost efficiency by trimming production and marketing costs still further, they should, as an alternative, put distribution under the microscope.

Giving an idea of the potential benefits of improved distribution, Lord Hayter, chairman of Chubb—and also chairman of a NEEDO conference on the subject this month—points out that the cost of distributing goods, including items such as insurance and packaging, can amount to up to one-third of the selling price.

The complexity of distribution in a large or medium sized company can be daunting, and rationalisation does not lead itself to a piecemeal approach. Although obvious bottlenecks and failings can be tackled, experts advocate a long-term scheme aimed at involving a wide range of departments—a strategy borne out by the experience of Monsanto, the chemical company.

NEEDO's role in promoting the cause is based on its recent Little Nelly report. Trading with Europe: Through Transport and the Total Export Concept. This document will also be the basis of its conference (aimed at senior executives), to be held in London on June 8.

The report itself covers a confusing array of subjects, including marketing, customer service, involving policy, education, shipping, Government policy on transport, insurance, exchange control, vehicle weights and even a standard dictionary of trade delivery terms.

But the essence of the report is this: "Chairmen and managing directors need to be led to assemble the right mix of management expertise to make up a really effective export effort. The distributive responsibility is frequently left to middle or junior management."

"There is still a tendency to sell first and think about movement later, but physical distribution should enter into the

**• There is a tendency to sell first and think about movement later •**

Lorne Barling

time is the British subsidiary of Monsanto, the fourth largest chemical company in the U.S. It introduced a system of this kind some 10 years ago, drawing together all the threads of distribution (domestic and export) under a distribution manager who has a direct line to the chairman.

Mr. Ray MacIntosh, the company's present manager of distribution operations (and deputy chairman of the British Shippers Council) believes distribution to be one of a company's most complex areas of operation. "It is like a watch. All the parts must be correctly inter-connected, otherwise it doesn't work," he says.

Monsanto's initial policy on distribution evolved from the fact that, since it involved a lot of expenditure on buying either transport services or equipment, it warranted more management time. It was also recognised that it involved a wide range of company sectors.

Like most companies which have attempted to measure distribution costs, Monsanto also recognised that this is extremely difficult, because such costs arise in many places and can be almost impossible to identify.

If therefore introduced, in the style of its U.S. parent company, a central distribution department should enter into the

chemical company's system.

UNACCUSTOMED AS he is to public utterance (outside shareholders' meetings), Harold Geneen, the legendary chairman of International Telephone and Telegraph, has come out in print to assert his growing reputation as a "softy."

In a letter to Business Week,

Geneen denies the magazine's

alleged implication in an article

on ITT that it is too send

them to value before disposing

of them.

A laudable principle, certainly, but there may be a middle way between impatiently selling off a business as soon as it starts to go sour, and hanging on to a chronic loser for far too long. Much obviously depends on whether one's remedial action looks like paying off, as it did in the case of ITT's Sheraton subsidiary.

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# Decline of the low profile

BY GEOFFREY OWEN

ONCE UPON a time chief executives of companies were expected to devote their energies to running the business, as well as they started attending part-time government appointments or playing an active role in public life, that was the time to sell the shares. Now we seem to be in a different situation. A growing part of a company's operations—especially if it is a large company—is vulnerable to decisions taken by politicians and bureaucrats. Chief executives cannot afford to be indifferent to the way these decisions are taken, if they are to be in a position to influence them. This is not just a matter of a discreet word with a Minister or a Permanent Secretary; on some issues they have to brave the arena of public opinion, abandoning the low profile of their predecessors.

## Aggression

The most striking change has taken place in the U.S. Over the last few years politicians, consumerists and trade union lobbyists have been astonished by the new spirit of aggression shown by the business community in pleading its cause in Washington and elsewhere. This is partly a matter of individual companies—Mobil is an outstanding example—deciding to stand up and fight publicly for the issues they believe in. But it has also been a more effective use of trade associations and other representative bodies. Having thrown off their inhibitions about getting involved in politics, many chief executives seem positively to relish the battle. This is particularly true of the Business Roundtable, a grouping of some 180 chief executive officers which includes most of the major U.S. corporations.

Chairman of the Roundtable is Irving Shapiro, chairman of Du Pont, who symbolises more than any other executive the new approach to public affairs. A lawyer with experience in government, he is very different in background and approach from the traditional chief executive of America's largest chemical company. Part of the reason for his appointment was the feeling on the part of the Du Pont board, as Shapiro has put it, that "we need a different kind of leadership, we want a leadership that understands government and the political conditions in the country and can address itself to some of these issues."

As he explained in a recent interview with the Harvard Business Review, Shapiro is a strong opponent of the law professor. Most businessmen have been afraid of the press, unwilling to subject themselves to public examination on what they're doing and why. They've

SINCE returning from Australia much short of 50 degrees north some weeks ago, I have been asked many times, "What are Australian wines like?" It is no more than 39 degrees south. It is unfortunate that economic and, one must add, political—well north of that: nearer the equator than Algeria, not a wine so unfamiliar here as to country producing exceptional wine.

Accordingly, while north of the vineyard the trouble is an issue of heat and acid, in Australia the trouble is an issue of acidity. In wider ignorance, for it is rather Australia that the question reveals a avoid an excess of acidity, in being asked, "what are excess of heat and acid? a deficiency French wines like?" The only acid, though acid may be reasonable, probably for to add to balance the wine, which is "varied, fortunately," is not allowed in Europe. The pretty truth is that if they were similar, vintage may be delayed to obtain the wine from the South African vintners, the moment when the grapes should be picked can be critical. Drip-irrigation is allowed too in order to lubricate the parched soil; but adding sugar is

in the conditions that differ most from Europe, for Australia is not only "down under," but temperatures as high as 113 F also to some extent "upside down." In other words, conditions are faced that may be the solution to this is mechanical reverse of those obtaining in harvesting at night. With vines nearly all ungrafted. Whether the wine is better that way is a matter of controversy, but certainly the ungrafted vines are in

the hot plains of the irrigated area of Victoria, the grapes may arrive at the wineries to be crushed. The Cecil, apparently went extremely well in her home work on Saturday.

Incidentally, Cumani will again be represented. He saddles Soring in Deepsea, who was sickening for a virus when so disappointing in the Tote Free Handicap, for which she was a hot favourite. Spring in Deepsea, whose excessive count of white blood corpuscles (built up to fight the virus) is now back to normal, is another in fine trim and could represent each-way value at odds of about 20-1.

Those with jockeys already booked in the fillies' classic are the favourite. Dancing Maid (Freddy Head), Fair Salinia (Greville Starkey), Princess Eboli (Geoff Lewis), Seraphina (Pat Eddery), Sofala (Paul Cook) and Tartan Pimpernel (Willie Carson), Upper Deck (Lester

line up for Wednesday's classic, while it now appears possible that just a dozen will contest Saturday's 200th running of the Oaks.

Varishkina has been working well ever since that race, and Tartan Pimpernel (Willie Carson), Upper Deck (Lester

Cumani, whose Freeze the Secret

to the winery for crushing in the cool of the night within a couple of hours of picking.

Another consequence of the temperature is that many white wines are bottled very early indeed. In April I tasted many 1978 wines already in bottle:

## WINE EDMUND PENNING-ROSELL

Traminers, Sémillons and and fine white wine areas, the Grenaches. Irrigation, forbidden in Europe, is essential in areas for the most part originally planted with grapes designed for dried fruit. The results are yields of up to 100 hl per ha—double that for French quality wines and for their own non-irrigated areas. Drip-irrigation is allowed too in order to lubricate the parched soil; but adding sugar is

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in the opposite direction.

This is partly attributed to the attraction of cool white wine in the hot months; especially from the one-gallon so-called "casks"—in fact plastic bags with a tap, encased in a box that can be left in the refrigerator, and which now have a starting 25 per cent of the market.

The red wines also suffered

from a widely-publicised suggestion at a conference of biochemists a few years ago that they contained histamines producing after-effects, though others attributed these to the area in the extreme south-west of Western Australia, known as the Margaret River. I draw some elegant easy-to-drink class type '70s and '80s, unfortunately the Cabernet-Sauvignon grape, a shy yielder, and therefore expensive to produce.

It is common to hear that Australian red wines are powerful and somewhat aggressive when young and in this state are less acceptable in a hot climate. The most planted red-wine grape is the Shiraz, the Syrah of the Rhône, and it makes a tough wine unless aged or blended with the product of the Cabernet-Sauvignon or Malbec of Bordeaux or the Pinot Noir of Burgundy. Even then, it needs time to mature, but problems of finance and of recent tax legislation, that threatened to up-value stocks, encouraged wine-makers, large and small, to release their wines into production here and there and if allowed to mature, believe that they would be more than the essential complement to the better white wines, and in my part probably more satisfying. But that I must admit as I was sitting on my piano, the Shiraz and Shiraz blends, I liked general to preferred to white Special occasions, and, though stances apart, it is a sound red wine should be in Australia as elsewhere, including the Hunter Valley—of whose celebrated followed by one of the

## Big Derby, small Oaks line-up

THERE COULD hardly be a Piggott) and Varishkina (Joe Mercer).

As is the case with the Derby, the trainers of Oaks candidates seem surprisingly optimistic this year, despite the pessimism of France's Poule d'Essai des Pouliches winner, and it will be interesting to see if anyone's confidence proves justified.

One handler who makes no secret of the enthusiasm with which he views the race is Henry Cecil, the trainer of Varishkina. Do out of his father-in-law Noel Murless' Oaks third of 12 years ago, Varinia III did well to finish third of nine behind Princess of Man and Sofala in the Musidora Stakes at York last month after being hampered by Swiss Miss 24 furlongs out.

Varishkina has been working well ever since that race, and Tartan Pimpernel (Willie Carson), whose Freeze the Secret

## Motor Show organisers optimistic

BY OUR MIDLANDS STAFF

THE waiting list for October's International Motor Show exceed 50 organisations. All in sq ft of space at the National Exhibition Centre near Birmingham has been taken.

The Society of Motor Manufacturers and Traders, which had misgivings about leaving Earls Court, London, the traditional

home of the show, is becoming increasingly confident that the 1976 attendance of 486,777—the highest since 1971—will be exceeded.

At the National Exhibition Centre the society is able for the first time to hold a simultaneous show for the four major elements of the industry—cars, trucks, caravans, and components and accessories.

The 14,000 registered trade visitors to the 1976 motor and commercial vehicle shows together is expected to be easily exceeded. About 20,000 or more are expected. The show is now held at two year intervals in common with other major European shows.

Businessmen may have to accept that running a business now has a new dimension—the interface with government—and learn how to deal with the problems that this creates. But one can't help wondering what happens to the old-fashioned skills of making and selling things if the chief executives of the future are men who know little about the business they are in but are experts in the corridors of power and good performers on television.

## TV Radio

Indicates programme in black and white.

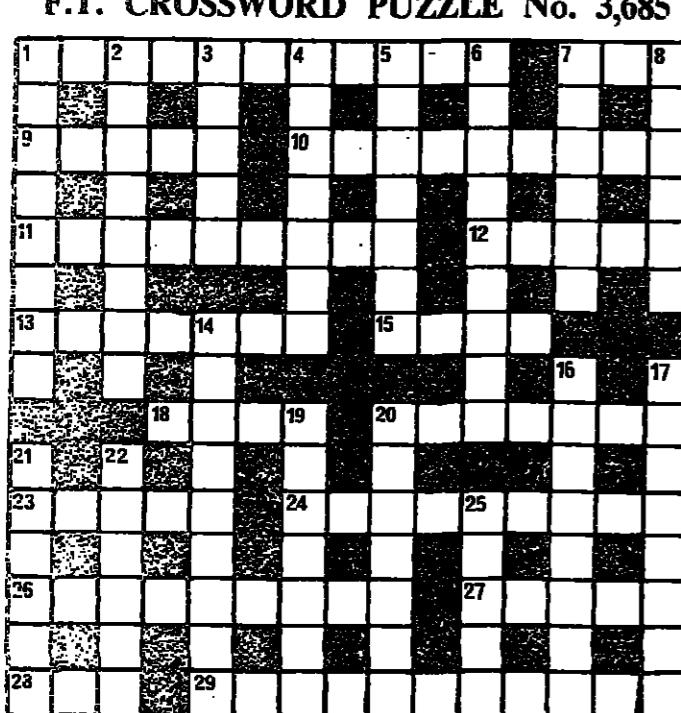
BBC 1

6.30-7.55 am (open University. For Schools. Colleges). 1.20 pm Routine. 1.45 News. 2.00 News and Me. 2.40 For Schools. Colleges. 3.51 Regional News for England (except London). 3.55

Play School. 4.20 Champion the Wonder Horse. 4.45 Gooyer and the Ghost Chasers. 5.05 Stop-watch (series). 5.35 Roobarb.

5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.45 The Standard. 7.25 The Goodies (BBC prize-winning show).

## F.T. CROSSWORD PUZZLE No. 3,685



1.30 pm Schools Programmes. 11.55 Beany and Cecil. 12.10 pm Stepping Stones. 12.28 News, plus FT index. 12.55 Help! 1.00 Parents Day. 1.30 The Rocking Horse. 2.00 After Noon. 2.30 Red Letter Day. 3.25 Once In A Lifetime. 4.10 Cartoon Time. 4.20 Paul. 4.45 Maggie in France. 5.15 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.45 The Standard. 7.25 The Goodies (BBC prize-winning show).

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# FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4P 4BY  
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Tuesday June 6 1978

## Profits, wages and investment

THE RATHER satisfactory stocks, attracts relief from figures for investment intentions published by the Department of Industry yesterday, and in profits is essential for any highly exaggerated wage increase in investment; and a claim agreed by the Ford shop versatile, investment is almost stutters at the weekend are certain to rise if profits do on the face of it contradictory developments—one a promise for the future, and the others a warning. Both, however, are really aspects of the same thing: the recovery of industrial profits from their dangerously low levels of recent years. Profits finance investment; but they also, and especially in the absence of inflation accounting, provoke wage claims. If such claims were conceded, any benefit from the profits recovery would be very short-lived. This is the dilemma for government, management and unions.

### Confidence

The investment intentions figures themselves confirm those produced by a similar inquiry in the closing months of 1977, and suggest on the face of it that industrial confidence, once restored, is a good deal more robust than confidence in the financial markets. Politicians have indeed indulged in a good deal of moralising on these lines ever since the contrast between real growth and financial nervousness first became marked, when Mr. Edward Heath was Prime Minister; but there is much less in the contrast than meets the eye. Investment spending has become more and more a reflection of the flow of investment funds through retained earnings in an earlier period. The market reflects estimates of the same flow in future. Investment looks back to the profit recovery, the market senses the inflationary dangers.

In a healthier economy industry's spending would be determined much more by its own view of the future than by the availability of internally generated funds; but inflation and high nominal interest rates have virtually cut industry off from any external source of long term funds (except Government support for lame ducks). Inflation has also made the future real value of financial securities highly uncertain, and securities can only be bought out of fixed income: investment in plant and, since 1974, in

With this caveat strongly in mind, one can still give a quiet welcome to the fact that investment in real terms is recovering strongly. For manufacturing and services combined—and the borderline is blurred by the rapid growth of leasing—the increase will be rather over 9 per cent in real terms for the second successive year, and the level for 1978 will be near an all-time peak, and some 64 per cent higher than in 1970. For manufacturing alone the recent growth is rather faster, with an expected rise of over 20 per cent from the 1976 trough—a reflection of the programmes of large companies; but the total volume is still well below the 1970 level, partly because of the shift into leasing. There is still little sign of outright expansion but at least potential productive efficiency should benefit.

**Stability**

The future danger of an inflationary rise in costs is harder to assess. The previous peaks in investment spending in 1970 and 1974, presaged periods of inflationary recession. There are two reasons to hope that we might escape from this unhappy pattern this time. Bitter experience of inflation and unemployment seems to have undermined shop floor support for the sillier forms of militancy, at least for the time being; and thanks to North Sea oil, real incomes are rising rather than falling. These are very limited comforts. It will only be when financial stability is restored, and when industrial management can control its costs, take a long-term view of its investment decisions, and present accounts of its current performance in realistic terms, that it will be possible to take unmixed pleasure in good investment figures.

## Price freedom in France

M. RAYMOND BARRE, the French Prime Minister, has kept of wage increases. Already never made any secret of his belief that France could only be restored to economic health by a steadfast policy of countering inflation, and above all that such a policy could not be accomplished overnight. His initial success in curbing the rate of increase in the consumer price index was enough to give the government a solid victory in the March general elections. Since then however he has articulated a number of applications of his policy which are unlikely to seem, to the man in the street, to be compatible with his anti-inflationary aims, and which also give a low priority to the reduction of unemployment. The government's popularity will be on a serious trial during the next few months, whether the President will be prepared to stick to the present economic strategy long enough to make it work is open to speculation.

**Centrepiece**

The decision to remove the price controls which has since time immemorial been a centrepiece of French economic practice is reasonable from a number of points of view. The prices of certain public services have been held down only at the cost of substantial state subsidies, while the controls on private sector prices have artificially compressed business profit margins and may have prevented new productive investment. Companies' internally generated investment funds have fallen steeply in recent years, while interest charges on company debt has risen equally steeply. Last year foreign sales accounted for 50 per cent of the output of St. Gobain-Pont à Mousson, and 94 per cent of its profits. There is an obvious case for gradually allowing the private sector to rebuild its profit margins, and for encouraging equity investment by ordinary shareholders.

The French unions may not take quite same view of a policy intended to improve company profits, while a firm control is in the UK.

# German chemicals: giant at bay

By KEVIN DONE, Chemicals Correspondent

**L**EADERS OF the West German chemical industry have not yet begun reading the tea leaves in their anxious search to discover what the future holds for them. But in recent months they have been pursuing the more normal methods of forecasting with especial fervour looking for the slightest indication that better times lie ahead. For a country that boasts three of the world's top five chemical companies and which is the biggest single exporter and importer of chemicals in the world, West Germany has not been accustomed to having to watch nervously every decimal point of future prospects, may also prove relatively unrewarding. The disappointing return on investment in recent years is part of the same picture.

With this caveat strongly in mind, one can still give a quiet welcome to the fact that investment in real terms is recovering strongly. For manufacturing and services combined—and the borderline is blurred by the rapid growth of leasing—the increase will be rather over 9 per cent in real terms for the second successive year, and the level for 1978 will be near an all-time peak, and some 64 per cent higher than in 1970. For manufacturing alone the recent growth is rather faster, with an expected rise of over 20 per cent from the 1976 trough—a reflection of the programmes of large companies; but the total volume is still well below the 1970 level, partly because of the shift into leasing. There is still little sign of outright expansion but at least potential productive efficiency should benefit.

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As Professor Herbert Grunwald, chairman of Bayer, asked recently: "Is this tiny growth for the chemical industry a passing development, or is it the start of a new trend? Merely posing the question throws the worries of this industry into sharp relief."

So what is the current state of the chemical industry, one of the traditional powerhouses of the West German economy. Last year production grew by only 0.4 per cent compared with an average growth for the rest of manufacturing industry of 3.2 per cent. The sales performance of chemicals fell well below the industrial average, increasing by a mere 1.9 per cent compared with a rise of 5 per cent in other sectors.

The industry's profits were

is coming from," says one senior official in the industry, "they work more days. Small signs have a lot of difficulty of recovery are there, however, explaining."

According to Dr. Wolfgang Munde, director-general of the German Chemical Industry Association, the industry is aiming this year to match the growth ago no one was interested, such of the general economy, which is not expected to be above 2 per cent but now it's a question of sharp relief."

Many of the difficulties experienced by the chemical industry are not specific to West Germany. The rest of the industry in Western Europe equally. Particularly in the high

has been equally hard hit by technology specialty products from overcapacity, weak prices, and falling demand, particularly in the petrochemicals, plastics, and fibres sectors. Hoechst, currently the largest chemical company in the world

individual as on definable trends, with worldwide losses in fibres in terms of sales, has consider-

## MEN AND MATTERS

### A long way off the bone

If your vision of ham is something cut off a large shoulder by a chef in a tall hat, the time has come to revise your ideas. This news was given me yesterday by a spokesman for the Bacon and Meat Manufacturers Association.

Until recently the trades unions have been remarkably quiescent, but even such an outstandingly moderate leader as André Bergeron has started warning the government that its policies are beginning to arouse opposition. The current rash of strikes, notably at Renault, may die out, but it would not be surprising if the industrial situation became rather more agitated after the return from the summer holidays.

Left to himself, Mr. Barre would no doubt be prepared to ride out agitation and opposition with his usual phlegm. The president, however, may feel that he must, sooner or later, give some concrete expression to his declared aim of reducing unemployment, as part of the "advanced liberal society," and it will be interesting to see whether he decides that Mr. Barre's rigorous policy needs softening.

But there are other, more fundamental questions which are raised by Mr. Barre's economic policy. The removal of price controls, and the parallel decision not to rescue lame ducks or declining industries merely for the sake of maintaining employment, seems to suggest a laissez faire approach to economic policy which is novel in France. Does it also imply a fundamental shift away from the habit of state interventionism which dates back at least to Colbert? If so, it would be doubly interesting, in as much as the record of interventionism in France, though patchy, has

that the analysts' report talks of selling water at 15p a pound.

It was explained to me that the water was injected into the meat as brine, and that the essential virtue of defatted, square-shaped ham is its ease for cutting: "The market has been developed for 15 years and the Dutch led the way."

So if old-world ham should be waved farewell, we can perhaps look forward to a less watery chicken. The British Poultry Federation says the frozen chicken industry is spending £40m. to get up to EEC standards, which among other things declare that the water content must not be above 7.4 per cent. "Occasionally a rogue carcass will absorb more water than it is being chilled," I was told. "But that is the exception."

Any suggestion that the chickens are "balanced" to make them absorb water during spin chilling was clearly shocking to the man at the Federation. One crumb of comfort in this watery debate: I was assured that the water is always very clean. At 15p a pound, you could almost regard it as a bargain.

### Canny Scots

One unexpected consequence of the film "Close Encounters of the Third Kind" has been to raise insurance rates at Lloyd's. The premium in question was for policy taken out by the Cutty Sark whisky firm in case anyone should claim the \$1m. prize which they are offering to any finder of a UFO—identified flying object. The policy is carefully worded, confounding a few lawyers and most tricksters: the device must be "nothing daunted its makers are now setting out to make a follow up—and are being

greeted with fresh protest by Lloyd's List.

A wave of outrage greeted that "authoritative" American film on "The Complete Mohammed" called "The Message." But nothing daunted its makers are now setting out to make a follow up—and are being

greeted with fresh protest by

Islam's faithful.

Some years ago Cutty Sark took out a similar policy when of Zorba-the-Greek fame, Irene Pappas and Anthony Quinn,

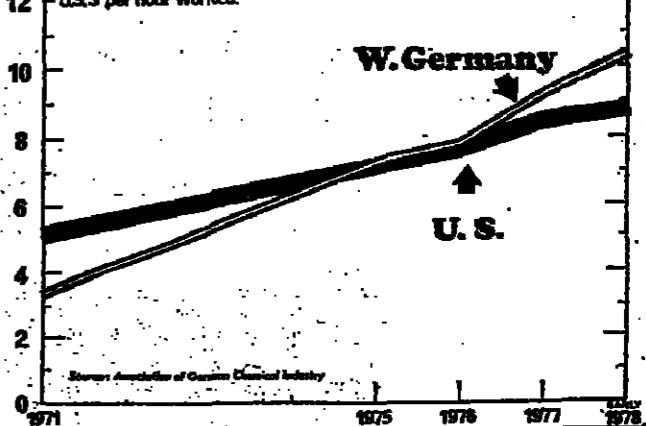
The Message saw that couple offered a similar prize to any.

It all makes the preparations for direct elections to the European Parliament look absolutely puny.

It all makes the preparations

Financial Times Tuesday June 6 1978

### Labour Costs of Chemical Industries



chemicals, which now account marked \$700m. for capital expenditure in the U.S. alone over the next five years. The most

Major contributions to sales growth came from new drugs introduced to the market, which are more than justifying very high research expenditure amounting last year to DM400m.

Indeed the industry's general research and development effort has not flagged despite falling profits. Chemicals now account for about 30 per cent of the whole research and development effort of West German industry.

It is clear that the industry's future must increasingly lie with its technological skills. The West German chemicals industry is based around its three major companies, Hoechst, Bayer and BASF, three of the world's top five chemical companies. The trio has grown much

constituent parts earlier in the century. The trio originally formed the giant German chemicals company IG Farben which was broken up after the Second World War. Just as Exxon, Socal, Mobil, and other parts of Standard Oil have grown up

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"His World Cup Fever seems to have been replaced by a touch of bay fever

## FINANCIAL TIMES SURVEY

Tuesday June 6 1978

مكتبة من الأصل

## European Vehicle Components

A rationalisation of the European components industry has been taking place over recent years with frequent takeovers, mergers and cross shareholdings. But this process is now under challenge and companies are increasingly expanding their activities in the U.S.

## Merger policy under threat

By Terry Dodsworth

THE EUROPEAN components industry, like the vehicle manufacturing sector, has become much more integrated in the past decade. Component companies which used to be mainly national organisations have taken on a multinational complexion as their activities have grown to correspond to the increasing flow of vehicles across the old national frontiers. Overseas investment has become a significant characteristic of the larger component groups; and most of them have become substantial exporters.

These changes have been closely tied up with the gradually developing perception of Europe as a single market. The vehicle producers now shop around for their parts supplies throughout the EEC trading bloc, partly to get the best price, and partly to ensure alternative sources should one run out. At the same time, the bigger component manufac-

turers have been anxious to go overseas and move away from their tight relationships with single vehicle assemblers. They, too, have seen the advantages of having a range of customers and a more independent status.

A great deal of this rationalisation has come about through takeovers, mergers, and cross shareholdings. Bosch, the German electrical company, for instance, has invested in Ferodo of France. Ferodo itself has become the focal point of the reorganisation of the French vehicle business following its link-up with SEV-Marchal-Cibie; and GKN has moved into Germany with the takeover of the Birfield Transmissions group which brought with it the German-based Uni-Cardan business. These are just a few of the many cross-frontier moves which have been made in the past few years.

This process of structural re-organisation, however, is now under challenge. The alarm was first sounded by the West German Cartel Office, when it decided, about 18 months ago, to fight a GKN bid to raise its stake in the Sachs Group from 25 per cent to 75 per cent on the overall grounds that this would reduce competition within the market. GKN won support for its bid from the EEC competitions department; but despite this, it was rejected by the German Supreme Court, which upheld the Cartel Office's decision.

Since then, Lucas, the British electrical company, has run into a similar problem in France. Once again, the issue has arisen over an attempt to increase a share stake. Lucas wanted to lift its interest in Durellier, an

## LEADING EUROPEAN COMPONENT COMPANIES, INCLUDING TYRE AND BATTERY CONCERN

Country	After-tax		Em- ployees	Activities
	Sales	Profits		
Dunlop-Pirelli	UK-Italy	4.2bn na	164,000	Tyres
Michelin	France	3.4bn	51,577	Tyres
Robert Bosch	Germany	3.3bn	86m	Electrics/ electronics
GKN	UK	2.7bn	55m	Pressings; forgings; transmission parts
Lucas Indust.	UK	1.1bn	55m	Electrics/ electronics
Varta	Germany	836m	19m	Batteries
Continental	Germany	741m	4.7m	Tyres
ZF	Germany	643m	7.7m	Automobile transmissions
Ferodo Groupe	France	552m	23m	Clutches; brake linings
Associated Engineering	UK	480m	21m	Pistons; piston rings; bearings
DBA	France	468m	2.7m	Brakes; electrics
Chloride Group	UK	457m	22m	Batteries
Sachs	Germany	454m	19m	Clutches; shock absorbers

\* This list does not include American-controlled component companies in Europe.

Source: Fortune—500 largest industrial corporations outside the U.S., August, 1977.

then be in a better position to break down some of the monopolies which now exist. Every European country has several of these semi-monopolies — groups with at least 70 per cent of the local market — which only well-established competitors from outside will be able to attack.

At the same time, the component manufacturers argue that in certain sectors the European industry needs to worry less about its local market power than about international competition. This defence has been put up very strongly by both Fiat and Mercedes in arguing the case for their proposed joint development and manufacturing of a heavy-duty automatic gearbox for urban buses. The German Cartel Office has informally indicated that it would not be happy with such a project. But the two companies point out that at the moment they are exposed to world-wide competition in this particular area by Allison, the General Motors subsidiary. Allison would be very difficult to fight as individual businesses, they say, because neither of the European groups is big enough on its own to pick up the cudgels and invest heavily in a limited production line.

Together, on the other hand, they believe they can ensure better economies of production, while establishing an operation which should be able to face up to the Americans in world markets.

In support of this project, Professor Joachim Zahn, the chairman of Mercedes, said recently that the way to head off protectionism in world markets was to create more competitive companies. In Europe, one of

the means of achieving this few years. The first is to meet the rapid technical change demanded by new fuel economy practice which is purely oriented towards partial national markets. Such a cartel practice made it difficult to take the necessary measure towards rationalisation.

A similar point has been made by Sig. Giovanni Agnelli, who

has argued for some kind of initiative at EEC level to give general guidelines towards the creation of a stronger and more competitive European components industry. In France, also, Renault has provided strong backing for the Government's efforts to rationalise this sector.

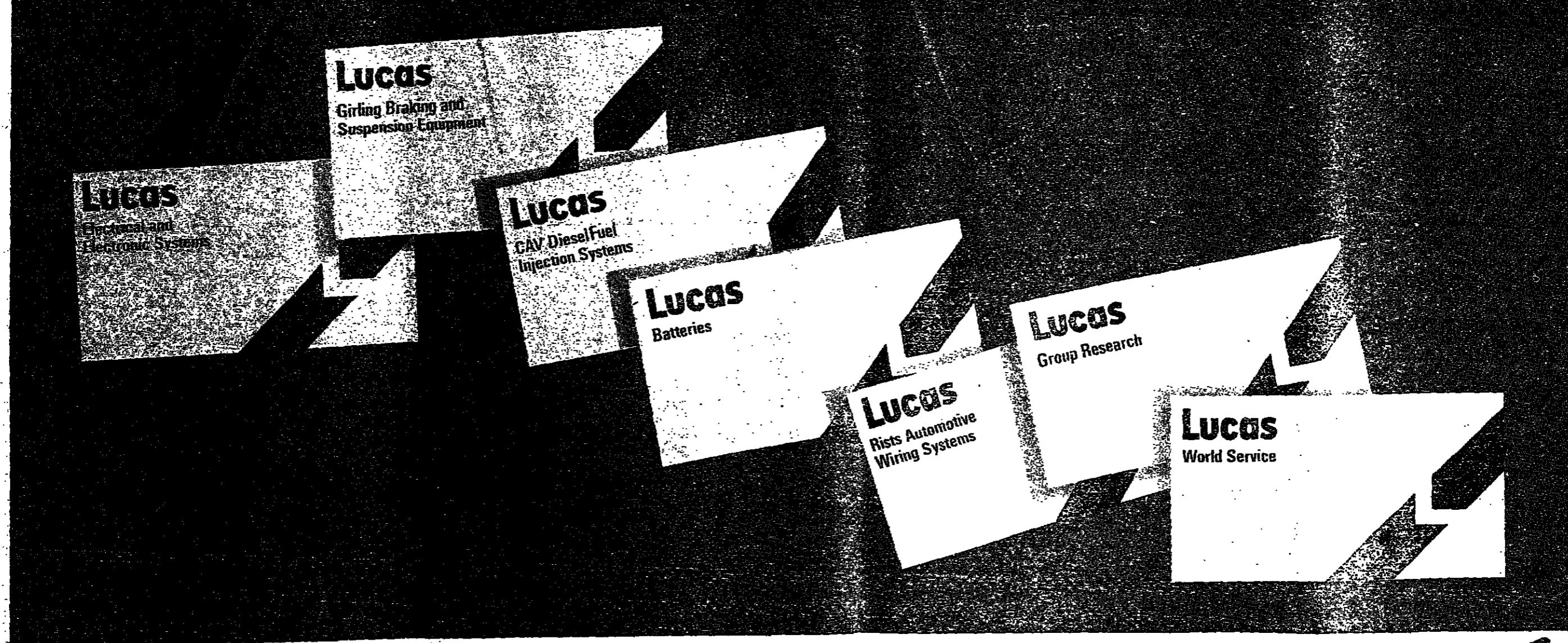
## Warnings

Despite these warnings about the need for more concentrated production, however, there are already certain product areas in

which the European industry is split between only two or three major producers. In electrical areas, for example, Bosch and Lucas have a dominant position; in universal-joint technology for front-wheel drive cars, Hardy Spicer, the GKN subsidiary, is the major supplier. The rest being taken up by the Peugeot-Citroen vehicle manufacturing group; in precision engineering parts, Associated Engineering (UK) and Mahle (Germany) have the majority of the market; instrumentation is split between Smiths (UK) VDO (Germany) and Jaeger (France), in which VDO has a 45 per cent stake, and clutch manufacturing is dominated by Automotive Products (UK), Sachs (Germany) and Ferodo (France). Automotive Products are

The answer to this strategy is for the European companies to expand in the U.S. themselves. In the last year or so, this trend has become quite pronounced. Bosch, Lucas and GKN have all established, or are in the process of setting up, manufacturing operations in the U.S. Turner and Newall, the parent company of the Ferodo brake lining company in the UK, has acquired an American group, and Associate Engineering and Two major challenges face moving in the same direction these companies in the next having strengthened their

CONTINUED ON NEXT PAGE



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## Lucas Electrical

— supplies the UK automotive industry with around three quarters of its electrical and electronic equipment needs and, to a growing extent, is supplying a similar range of components to continental vehicle

## Lucas Batteries

— maintains a strong position in both the O.E. and replacement markets and is well known for its record of technical innovation.

## Rists

— provides a complete design and manufacturing service in automotive wiring harnesses. It is the UK's leading manufacturer and is rapidly growing in Continental Europe.

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## EUROPEAN VEHICLE COMPONENTS II

## Constraints on the designer

AS SPECIFICATIONS for the performance by as little as half the materials and component material new generation of American vehicles to meet the tightening energy constraints are drawn up. European materials and component suppliers are becoming more acutely aware of the intensifying competition to satisfy technical requirements, as well as the likely magnitude of the opportunities.

The impact of the oil crisis is being felt most sharply and comprehensively in the American vehicle industry. Car makers are faced with the probability, if not the actuality, of having to design new engines as well as new bodies in lightweight materials within a three year period if they are to conform to Congressional fuel economy programmes.

Assessments that have been made as to what this means in terms of weight slimming and investment, and of the gains in fuel economy, may be disproved in the future, but are worth quoting to show the immensity of the problems.

Some of the big American sedans will need to lose about a ton in weight, according to one estimate. Another puts at \$1billion the cost to one of the major vehicle producers of pushing up the average miles per gallon

What this all adds up to for

makers is hard to say in more than general terms. But it surely means that product developments that have been waiting on the sidelines for just such a situation, in which the technology they express is worth paying a premium over the market price for the next best. The more immediate way ahead points to aluminium alloy cylinder heads on SG blocks, with automated gravity or low-pressure diecasting of the heads. In this it provides an unrepeatable chance for UK and other European technology to make a profitable rescue, or at least contribution.

Up to now it has mainly been the vehicle makers who have impelled developments forward among their suppliers, often specifying in detail their future needs. Increasing rationalisation within the supply industry has belatedly enabled more suppliers to accelerate work in the research and development departments, and it is these that customers are now seeking out.

There is much to be learnt in the UK, perhaps relatively more than in Europe. As one car manufacturer put it: "They may make it cheaper to use an exotic material like titanium, which is a third of the weight of steel but three times its price, rather than pay the fines".

What this all adds up to for

another area in which considerable weight savings can be achieved is in body panels for boot and bonnet lids and doors. In this area TI Supral has come forward with a novel "superplastic" aluminium alloy, which is being used for the new Aston Martin Lagonda. Supral has mechanical properties equivalent to NS 3/4 and elongates ten times, enabling thicknesses to be held in complex shapes of up to 15 inches deep. But two different primers are needed in the painting process if steel is also used, and special techniques are required for welding aluminium and steel. Steel is therefore likely to remain the preferred metal for high-volume body pressings.

But for cylinder heads, wheels, manifolds, brakes calipers and a number of other components that represent the recent expansion areas, plus the more familiar clutch housings, sumps and smaller items, aluminium looks to have an assured future. One of the latest, extremely interesting developments, by GKN, is in drive, or propeller shafts for trucks as well as high revving cars. Ford and Chrysler are among the vehicle manufacturers now studying the potential, which GKN began some four years ago. After extensive rig and dynamometer testing and practical trials at the Motor Industry Research Association with lightweight steel, aluminium and carbon fibre tube shafts, GKN began fitting them to customers' vehicles for further validation.

WITH A steadily growing OEM base and an aftermarket that has remained firmly in the hands of the vehicle manufacturers, the German components industry has not experienced the same pressures and opportunities to merge or diversify as in the UK. Some restructuring has taken place, but this owes much to the acquisitive entry of the U.S. majors, a trend that looks as if it has been brought to an abrupt end by the present policies of the Federal Cartel Office. The German vehicle manufacturers are reputed to have a lower bought-in content than their UK counterparts, but volume growth has more than offset this disadvantage for the component makers, who in consequence have grown to include a number of substantial companies within their ranks. Remarkably few of these have any consumer recognition, and after Bosch, Continental and Varta, only the technically minded motorist is likely to recognise VDO or Boge. The substantial remainder are even less well known, probably due to a combination of a lack of aftermarket advertising and a belated entry into overseas manufacturing, only then in the wake of German vehicle assembly plants.

As in the UK, the large engineering groups have important motor component activities, with Mannesmann a leading producer of wheels through its Kronprinz subsidiary, plus exhaust tube and axle shells, Metallgesellschaft owning Karl Schmidt, a leading manufacturer of pistons and steering wheels, and GHH's Renk subsidiary, which is particularly strong in automatic transmissions for buses.

On engine components, piston manufacture is dominated by Mahle (£200m sales) and Karl Schmidt, both of whom have subsidiaries in other Continental countries. The original volumes which match that of Associated Engineering in the UK, Ford Germany and Opel in the UK, both have in-house capacity for pistons and an important supplier of large pistons for diesel engines is NURAL, the Alcan subsidiary. The leader on piston rings is Goetze (£60m sales), followed by Alfred Teves, and the majors on plain bearings are Glyco and Karl Schmidt. Rolling bearings are produced by FAG and SKF, and the leaders on gaskets are Reinz and Elring. Although, as in other countries, this sector has a long history of small suppliers, engine to the Minister of Economics, valves are dominated by TRW and Eaton and the principal radiator manufacturers are Behr and KLR (Kulzerfabrik Langerer Reich).

Sach's main operating company, Fichtel and Sachs, holds about 70 per cent of the domestic clutch market and is also a major producer of shock absorbers. BBA Group owns Textar, a major brake lining producer, and this product area saw some rearrangement two years ago when Bendix raised its stake in Jurid from 50 to 100 per cent. In consequence, in automatic gearboxes and truck transmissions, Bendix's 25 per cent stake in Textar posed certain conflicts behind it. With sales of £200m, although its production of vehicle transmissions is complemented by a large business in similar products for railway and marine production. The U.S. majors are strongly represented in this area, with Eaton manufacturing truck axles and American Standard (who recently purchased Clayton DeWandre in the U.K.) producing truck brakes at its WABCO-Standard subsidiary.

The total American presence is considerable. As well as the three already mentioned, ITT's control Alfred Teves, the leading supplier of vehicle brakes, and SWF, which manufactures a big range of vehicle electrics, including wipers and lighting. Bendix owns Jurid, one of the two big brake lining producers, Champion has a spark plug subsidiary, Champion Zundkerzen and Globe Union manufacture

## Merger

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North American sales organisations, such as brakes, to smaller dimensions. This will give them the opportunity to establish themselves in America in the next ten years in the same way that the U.S. companies have put down roots in Europe during the last decade.

The Europeans undoubtedly have considerable opportunities in the U.S. in some significant product areas. They are experts in small diesel engines and ignition equipment; they know more about front-wheel drive technology, and particularly the universal joints which transfer power to the front wheels; they are more used to building many components in the last few years.

## Aluminium

Lightweight aluminium alloys are a case in point. The Midlands helped to pioneer the engineering uses of aluminium, and although it may have lost its leadership in some respects, still knows instinctively how to fashion it to most needs. There has seldom been the justification for installing highly expensive, tricky, high-pressure die-cast lines — that is an area dominated by the U.S. motor industry, almost solely for components. Nor does it have the same experience as is to be found in France, Germany and Italy in the production of aluminium engines with iron liners for the pistons. That is not to say that it shows up in any inferior way the Rolls-Royce and Rover V-formation blocks, but output of aluminium engines in the UK is limited to low volume.

It has instead generally plumped for lightweight spheroidal graphite (SG) iron, developed in collaboration with the British Cast Iron Research Association in the Midlands. This is, even on weight considerations, an alternative vehicles for further validation.

Another area in which considerable weight savings can be achieved is in body panels for boot and bonnet lids and doors. In this area TI Supral has come forward with a novel "superplastic" aluminium alloy, which is being used for the new Aston Martin Lagonda. Supral has mechanical properties equivalent to NS 3/4 and elongates ten times, enabling thicknesses to be held in complex shapes of up to 15 inches deep. But two different primers are needed in the painting process if steel is also used, and special techniques are required for welding aluminium and steel. Steel is therefore likely to remain the preferred metal for high-volume body pressings.

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## Few changes in Germany

## THE GERMAN SECTOR

Company	Product	Parent/ownership
Robert Bosch	Vehicle electrics, spark plugs, fuel injection equipment	—
Varta	Batteries	—
VDO	Instruments	—
Kronprinz	Wheels	Mannesmann Metallgesellschaft
Karl Schmidt	Pistons, thin wall bearings, steering wheels	—
Mahle	Pistons	Alcan (Canada)
Goetze	Piston rings	ITT (U.S.)
Nural	Cylinder liners	—
Wyzeman	Brakes, piston rings, valves	SKF (Sweden)
Alfred Teves	Thin wall bearings	St. Gobain Font à Monson (France)
Glyco	Rolling bearings	—
FAG	Rolling bearings	—
SKF	Safety glass	—
St. Gobain	Gaskets	—
Reinz	Valves	TRW (U.S.)
Elring	Vehicle electrics	ITT (U.S.)
TRW	Transmissions	Zeppelin Group
SWF	Transmissions	—
ZF	Clutches, shock absorbers	GKN (UK)
Voith	Brake linings	GKN (UK) 25 per cent
Uni-Cardan	Brake linings	BBA (UK)
Fichtel and Sachs	Brake linings	Bendix (U.S.)
Textar	Brake linings	Joseph Lucas (UK)
Jurid	Brakes	—
Girling Bremsen	Radiators	GHH American Standard (U.S.)
Behr	Radiators	Michelin (France)
KLR	Shock absorbers	Laird Group (UK)
Boge	Transmissions	Dunlop (UK)
Renk	Truck brakes	—
WABCO-Standard	Spark plugs	—
Champion Zundkerzen	Tyres	—
Conti-Gummiliecke	Tyres	—
Phoenix Gummiwerke	Tyres	—
Michelin Relfenwerke	Door seals	—
Draffex	Door seals	—
Dunlop	Tyres	—

Source: Grieveson, Grant.

batteries, supplying Volks brake patents, but on their expiry Lucas entered the market several companies are looking for factories in France and for a better 1978, few are Germany, and after fighting off, expected to achieve reasonable patent litigation initiated by profits. Probably the exception to this is Michelin, whose Michelin Reifenwerke subsidiary is possibly encouraged by the largest producer, classed as Lucas's success, Bendix established a plant in Germany about with group sales of £20m three years ago, but this was together two accounts for a success and it was subsequently closed, although it continues to supply Mercedes from size comes Dunlop-Pirelli and then Goodyear, Uniroyal and France. The German tyre industry has Phoenix, each accounting for not had a notable record for about 10 per cent. The giant of the German generating profits, with major losses by the main producers is Robert Bosch, regularly hitting the headlines, with about 80 per cent of its domestic sales generated in major producers, Conti and Phoenix, have components. The company is been in this category, but controlled by a charitable foundation that would permit rationalisation to have imposed any non-competition have failed. Dunlop and Pirelli have also produced dismissals. Moreover, the company has

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## EUROPEAN VEHICLE COMPONENTS IV

## French manufacturers realign

A CRUCIAL struggle is taking place at the moment whose outcome will probably establish the broad structure of the French motor components industry at least into the 1980s.

At stake is the Duceiller company, which makes most of the range of car electrics. With a turnover of FF 800m and a workforce of 7,000 it ranks as one of the leading concerns in the electrical component sector in terms of both output and investment.

Duceiller is owned 51 per cent by the Bendix offshoot DBA which itself does some FF 1.35bn business in France (including Duceiller). The remainder is owned by the British Lucas group which itself, counting its stakes pro rata, has a turnover of some FF 1.2bn.

The battle has been launched by Lucas' agreed bid for the remainder of the equity, a bid which by any normal standard should have been uncontroversial since Bendix and Lucas were bound by the terms of their partnership in Duceiller as well as Paris Rhone and the

## Turnover

The SEV group with a FF 2.2bn turnover is based on alternators, projectors, starters and small motors generally and employs some 15,500. A number of well-known names in the components business are part of the group. The Cibie holding company has 30 per cent of SEV itself while a cluster of Cibie companies as

Enter the leading French components group SEV. SEV-Marshal is a subsidiary of a holding company owned by the big French group Ferodo as to

70 per cent and of the German Bosch group as to 30 per cent. It went into the Ferodo group recently as a result of a series of moves sponsored by the French Government to create a strong French presence in the components field. In fact the financial plight of a number of concerns, including Paris Rhone and Marshal, had made some rescue imperative.

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SEV-Marshal operations form part of the group. When Lucas launched its bid for Duceiller, SEV stepped in to take over Renault and Peugeot as a rival candidate, and the Citroen each make some 1.5m cars a year while Chrysler/Peugeot by the Government Lucas has Simca makes about a third as

argued that it has made substantial investments in France

Girling and Roto-Diesel in particular; that the balance of motor trade is heavily in France's favour (the French sell more than 12 times as many cars to Britain than vice-versa); and that the terms of their partnership with Bendix excludes any solution other than a Lucas purchase.

It also points out more discreetly that if Duceiller went to SEV it would create a single dominant group in France, and this is something that the big three French car manufacturers are very uneasy about.

At the moment—and the affair is reaching a decisive stage—the Government is encouraging Lucas to reach some arrangement which will quieten SEV fears and guarantee in some way that Lucas will not pre-empt its expansion ambitions. One idea mooted is for the re-sale of a part of Duceiller by Lucas to SEV, but this idea is one which Lucas would prefer to avoid since it feels that it needs complete control of Duceiller to continue its investment programme and integrate its production into its European pattern.

The stakes are big on both sides. For SEV the acquisition would establish it without challenge as France's dominant electrical component manufacturer; in contrast acquisition by Lucas would make the British group much more of an all-round rival.

The rather fragmented nature

of the sector shows why the fate of Duceiller is so important. The French motor equipment industry registered sales last year of FF 21.7bn. It comprises no fewer than 360 companies with a total workforce of around 130,000. Of the sales, the breakdown last year was FF 11.6bn for original equipment, FF 5.1bn for spares and FF 5bn direct exports. The electrical equipment sector, on which this article concentrates, and which is the scene for the Duceiller battle, accounts for sales of around FF 4.15bn of which FF 1.9bn for original equipment, FF 1.2bn spares and the remainder direct exports.

The customers are the three

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# Fiat dominates in Italy

"If we buy an engine, windows, tyres, clutch and a gearshift, we can manufacture a car." This, with a touch of hyperbole, is how one of the senior directors in Fiat's components company describes the group's activities. It is a widely diversified organisation, which is probably more broadly spread than the strong component organisations run by the French motor manufacturers. It is also large, almost certainly comparing in scale with anything run by rival car manufacturers such as British Leyland, Citroen or Ford. It has 43 plants in Italy, three overseas, more than 31,000 employees, and sales last year of about £630m.

Fiat has now established its components division as a separate profit centre charged with seeking out new markets. This policy change is part of the new Fiat strategy to allow the satellite groups originally established around the vehicle manufacturing organisations much more freedom of action. The idea is to push them into overseas markets, raise their exports, and make them healthy profits elsewhere. In their own right, other parts of Fiat are being profitably in the same directions, but in a components industry a significant factor in the change may have been the increasing incursion of foreign manufacturers into Italy, who have been able to demonstrate the advantages of an international approach in the components sector.

## Competition

In the past, the main competition to Fiat's component interests has come from a small operation at Alfa Romeo and hundreds of smaller organisations which still manage to exist in the backstreet workshops of Turin and Milan. These smaller groups are very strong in the replacement market, in particular. Most importers have found that it is extremely difficult to build up a truly profitable and effective spare parts operation in Italy, simply because these producers, some of them employing between 200 and 1,000 men, are so adept in spotting and exploiting a market. But in the last 10 years or so, a fair number of multinationals have moved into Italy as well, exposing the Fiat organisation to the competitive pressures which derive from using large economies of scale in manufacturing.

Among these producers are Associated Engineering of the UK, Eaton (U.S.), ITT (U.S.), TRW (U.S.), Lucas (UK), and Ferodo (France). A number of these companies, along with other big European multinationals in the field, are also stretching in trying to redesign their products to meet the requirements of new standards on safety, pollution and fuel economy.

The effect of these moves has been to create a rapidly expanding presence for UK companies on the Continent. In recent years, GKN now has strong bases in both Germany and France with its universal joint business; Lucas is particularly strong in France, with interests in most other significant European markets; Associated Engineering is manufacturing in France, Germany, and Italy; Armstrong Equipment has gone into Spain; and Perkins, the Massey-Ferguson-owned diesel engine company, has an assembly operation in Germany. Turner and Newall's Engineering, as in the UK and Germany,

## MAJOR COMPONENT MANUFACTURERS IN ITALY

Flat Components Group	Italian	1. Comind group: Plastic and rubber components; lighting equipment; electrical cables; electrical equipment.
ITT	U.S.	2. Gilardini group: Hoses; gaskets; filters; pumps; transmission gears; body parts.
Ferodo Associated Engineering	France	3. Magneti Marelli: Batteries; plugs; ignition systems; wipers/generators; horns.
Eaton	U.S.	4. Weber: carburetors; brakes.
TRW	U.S.	IAO Group: Bumpers; plastics; gaskets; tail lights; servo systems; shock absorbers; exhausts.
Lucas	UK	Brakes; headlights; clutches; radiators. Pistons; piston rings; bearings.
Triom	Italy	Valves. Steering gears; piston rings.
Turner and Newall	UK	Carello (40 per cent stake): Headlights; wipers.
Rovimex	Italy	Plain bearings. Gaskets.

Brakes (Automotive Products has 28 per cent)

and Ferodo also makes radiators and headlights. ITT's collection of companies, called IAO, is very big, but fairly diverse, manufacturing bumpers, tail lights, servo systems and another British group, Engineering Components, a subsidiary of Turner and Newall, also makes gaskets.

ITT says that it is looking at all the areas where it does not have an involvement to consider whether it should move into them. But its main strategy at present is to develop an international perspective and scale of operation, while raising its level of technology to compete at this level. Clearly, the group faces a considerable challenge in pursuing these objectives, since it has been tied so closely to its parent car manufacturing group in the past. Out of the 75 per cent of its sales which go into the automotive sector, roughly half goes to Fiat and the Weber carburettor group. The manufacturing subsidiary is the only substantial exporter and established international name in the group at present. The Fiat vehicle manufacturing group buys quite a lot of parts outside the components group," says an executive. "But the important thing now is that we are a supplier like any other. For any new product we stand at the starting line like any of our competitors."

The components group is broken down into eight separate operations. These are:

1. Aspera, a compressor and small engine manufacturer, employing 4,000.

2. Comind, a producer of plastic and rubber components, lighting equipment, electrical cables and switch gear. Within these activities, which employ 5,800, Comind makes such products as steering wheels, instrument panels, bumpers, tanks and radiator grills.

3. Gilardini: One of the larger groups in the division, Gilardini employs 9,200 men and makes gaskets, fuel oil and water pumps, transmission gears, bumpers, handles, locks and other body components.

4. Magneti Marelli: This group represents Fiat's electrical interests and employs 11,000. It makes the standard range of automotive electrical equipment—batteries, starters, ignition systems,

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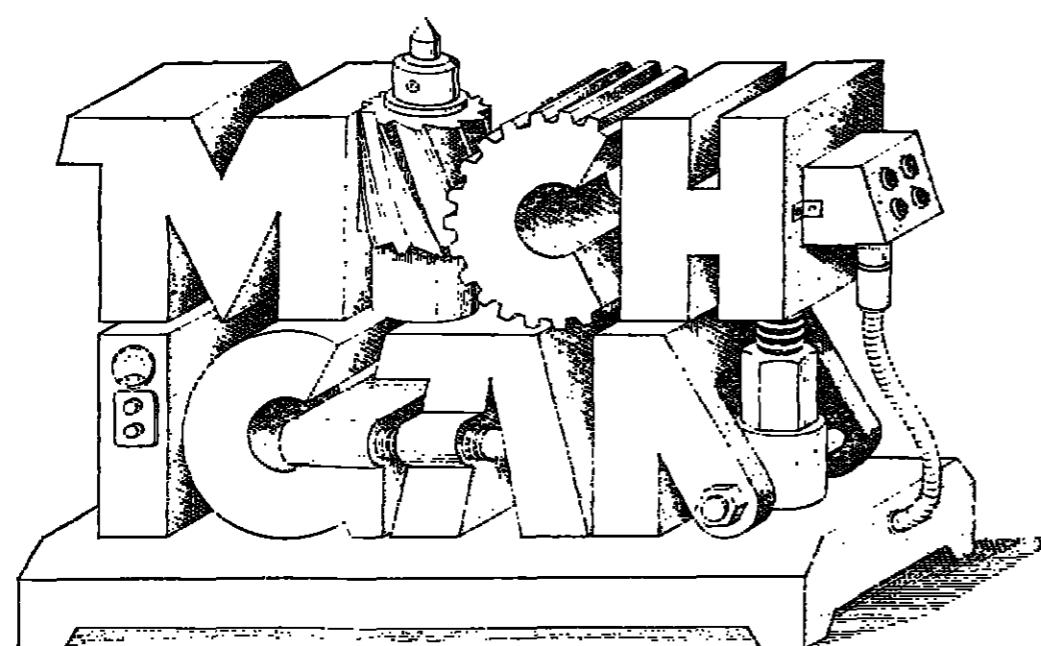
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On this and the following page, Terry Dodsworth and Peter Cartwright profile four of the men who run the major British vehicle component manufacturers and suppliers

## The men in charge



**John Panks**

LEFT TO his own devices John Panks might well have been a first-rate Formula 1 driver. But when his then boss, Billy (Lord) Rootes, heard that his dashing managing director for North America had qualified for Sebring, he cabled him to cancel his entry. Though relegated to a spectator role Panks maintained his keenness in racing and is a familiar figure on the circuits and occasionally at hill climbs.

Indeed his move in 1968 from the managing directorship of Rootes' worldwide export business to become sales and marketing director of Automotive Products has since become chief executive and deputy chairman, put him even more closely in touch with racing, for AP clutches, brakes and steering components ride on most entries and have helped to win laurels for the manufacturers.

"I like technology and I like to see people's creative thinking expressed in how to make the machine go faster and stop quicker—it is a great hobby and of course AP is heavily involved," he says.

Panks also indulges his hobby by driving fast Ferraris. He is now on his fifth, a V8 308 capable of 150 mph which he likes as reliable a supplier as any of to take when he can to

Germany, one of the few countries where really high-speed driving is possible. His interest in great racing marques also found expression in the ownership of four vintage Bentleys. "But I now do not get time to keep them as they deserve, and I had to part with them. My affection is transferred to the Ferrari, which I enjoy very much. It has great character, really unique."

This abiding interest in racing and in great marques is very much in keeping with his marketing philosophy and does much to explain the change that has brought AP from a rather staid performer to the forefronts of the racing grid—without it may be said, being notably aggressive. The export race is still being run and the celebratory champagne has still to be broached, though this may be done when the new American subsidiary starts accelerating.

When I met Panks he was just back from Italy, cementing a fresh and novel contract with Fiat to supply front disc brakes to its new medium truck range. AP has two component factories in Italy supplying Fiat cars and trucks, and Alfa Sud.

In France a second factory was opened near Orleans to complement the clutch plant at Angers. This drive to develop overseas markets, which keeps Panks abroad for one day out of three has taken AP to a 60-40 per cent export/home sales ratio in three years.

"If we are to set our sights for a steady increase in business into the eighties and nineties we must go across the Channel and to other markets," he insists. "No other country has been subjected to the dramatic change in the ratio of home to foreign cars in the market as the UK. As a result of imports from Japan and elsewhere, as well as imports by European-based American vehicle producers, the UK vehicle market has levelled out. Our basic operations will remain here, but selective manufacturing will be carried out abroad. After all, in Europe we have become accepted as being as reliable a supplier as any of their home manufacturers."

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the continuing saga of the troubles at British Leyland and lack of growth throughout the vehicle production industry.

The group's tactics have been to establish a spread of business which minimises the difficulties in any one sector and allows it to take advantage of an upturn in any other. Its basic interests in pistons, piston rings and bearings are directed towards both the petrol and diesel engine, while in the rest of Europe it has positioned itself with manufacturing bases in France, Germany and Italy. "There is an opportunity in every problem," says Mr. John Collyear, managing director, commenting on the push overseas which has helped Associated Engineering cope with the slump at British Leyland.

In the technical field, AE's strategy is to concentrate on areas of high technology, says Collyear. The proportion of money spent on research and development in recent years has gone up to cope with the changes being sought for the new generation of engines. "If you are designing an engine and want to know the pressures on the pistons we can do a computer analysis to show what the stresses are, better than anyone else. We think that these considerable resources within the group give us first class technology which we can exploit overseas."

AE's areas of specialisation are also obviously difficult for competitors to break into. For

Nevertheless Panks does not see either local manufacture in Europe or selling into it continuing indefinitely. That is one of the reasons for going to America. Another is to become intimately involved with the development of a world car being brought about largely by the energy crisis.

He is also keenly sensitive to the opportunities in the aftermarket for spares and replacements, but is equally conscious that the unavoidable way in is through supplying original equipment either from this country or from overseas units, whichever the economics dictates.

Such a full schedule of overseas visits sometimes requires an effort of will. "But we cannot expect to rely on reports and feed-backs for crucial information," he explains, "and anyway I like meeting our overseas people face to face."

Shortly Panks will be flying to Japan, where AP has five licensees, "to make sure the latest technology is being used to best advantage."

P.C.

**John Collyear**

ASSOCIATED ENGINEERING, one of the largest manufacturers of precision engine parts in the world, stands right in the centre of the revolution which is taking place in the components industry today. On the one hand it is exposed to the enormous pressures which are being exerted to improve fuel efficiency. On the other, it is having to respond to the equally strong drive towards diesel power plants. Meanwhile, like all British companies in the field, it is having to cope with the continuing saga of the troubles at British Leyland and lack of growth throughout the vehicle production industry.

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**Jeffrey Wilkinson**

THE MANUFACTURE of electrical and electronic car parts is well on the way to being rationalised on a world scale, with Lucas and Bosch emerging in Europe to contend with the American giants such as Bendix and Motorola. A great deal of Lucas's activity in the past few years, therefore, has been overseas in a bid to become one of these leading world companies. It has gradually strengthened its grip in Europe, while moving into the developing world and, now, into the U.S.

Exports have risen sharply as well, but Mr. Jeffrey Wilkinson, the head of the electrical division, believes firmly that, in many markets, there is no alternative to direct investment. In Iran and the Philippines, for example, both countries where Lucas recently became involved, there is pressure to establish local companies; but, equally, these countries are happy to buy from Lucas.

Lucas also indulges his hobby by driving fast Ferraris. He is now on his fifth, a V8 308 capable of 150 mph which he likes as reliable a supplier as any of to take when he can to

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This does not mean that AE is going overboard on the diesel. Collyear is much more down to earth on its prospects than many people in the motor industry today. He believes, for example, that the engine's potential in the car field has been oversold in some quarters, although it has clearly not been exploited as much as it could be as yet. But, particularly in the U.S., there are big prospects for growth in diesel engine use in specific areas such as off-highway vehicles, and AE's policy is to go for these selected market niches.

Up to now, AE has not

invested in its own manufacturing facilities in the U.S.—

although it has a small stake in a company over there—because

many of its products are light

enough to export direct. But it

is clearly watching the situation, and looking at volumes

carefully. Collyear believes firmly that the world components industry will become much

more concentrated in the years ahead, mainly because the

vehicle manufacturers are them-

selves looking for a smaller

number of suppliers on a

worldwide scale.

Thus he argues in favour of

the process of amalgamation

which has created companies

like AE in Britain during recent

years.

T.D.

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# Growing after-market

COMPANIES WHICH have committed resources to developing their distribution and retailing of motor components will be encouraged by a recent report, commissioned by GKN (Distributors), which showed that the do-it-yourself car repair market was valued at £522m last year.

This has confirmed the view of many companies in this market that it is a strong growth area and that motorists, faced with rising repair costs, are making increasing use of retail outlets for an increasing range of parts which they can fit themselves.

The survey, commissioned by the trade journal Auto Accessories Retailer, said that 57 per cent of motorists purchased some parts or accessories for their cars last year. This compares with an estimated 35 per cent of car owners engaged in any DIY activity in 1971 and 75 per cent in 1976.

It is also estimated that growth in the "after-market" over the next few years will be higher than the anticipated rise in the number of cars on the roads, which should be between 2 and 3 per cent over the next decade.

The main reasons for this expansion, the report says, lie in the cost of motoring, which has risen by 267 per cent in the volume of sales over the past five years. This has resulted in consumer resistance to garage charges and a tendency of motorists to retain their cars as long as possible rather than pay sharply higher prices for new cars.

Last year these motorists spent £289m on parts, accounting for 55 per cent of the total DIY after-market. Some 82 per cent of all motorists bought electrical parts, while 43 per cent purchased at least one brake and suspension part. A further £76m was spent on maintenance and repair equipment and £131m on accessories, with car care equipment accounting for the rest of the market.

For some time the major component and vehicle companies have been aware of the market to reach £7m this year.

## Gordon Griffiths

GKN's COMMERCIAL strategy in recent years has been marked by a move towards vehicle components with a high technical content. This policy led to the proposed acquisition of the Hardy Spicer universal joint concern and its shareholders, the factors underlying the unsuccessful bid for the Sack Group of West German companies, whose main products are clutches and shock absorbers. These are more sophisticated products than the forgings and pressings which have provided GKN's main line of business in the past. They also tend to need replacing more often during the life of a car, and would thus have provided more after market business for the company.

At the same time, GKN has begun to move more aggressively into world markets. The company was rather slower to do this than some other groups in the UK components industry, but there is no doubt that it now intends to establish a considerable proportion of its business overseas. The ban imposed by the German Supreme Court on its bid for the Sack Group is, of course, a considerable cloud over these ambitions. But in the last 12 months it has taken the decision to compensate partly for this by establishing a manufacturing base in the U.S. while it is also in the thick of negotiations to establish a universal joint plant in East Germany.

The vital shift of direction for GKN came about ten years ago. "Up until 1969 to 1970 we were only putting down microscopic contributions of our business into our colonies," says Mr. Gordon Griffiths, the director responsible for motor components.

"There was a marked reluctance to take any sort of risk overseas. People were not foreigning. But then we figured that there would be more and more of an incursion from over seas. British models were very high, and some people were not making as much money as they should have been."

Griffiths' objective overseas is to establish subsidiaries in major vehicle manufacturing zones. Like most executives in the components industry, he holds the view that it is best to be reasonably close geographically to the car and truck producers in order to be able to influence their buying decisions. He talks of establishing an "interface" with every major producer in an attempt to latch onto specific areas of market coverage, for example, a connection with the German producers of Fiat would automatically bring an entire range of their export markets in South America. This, along with the opportunities in the replacement sector.

Despite the emphasis on overseas sales, however, there has been no distinct break in the

trend and have diversified to take advantage of it at a time of stagnation in the car and other vehicle markets. The motor year, of which 12 to 15 per cent will be so called Unipart, manufacturers, which continue to see the components sector as a high-turnover market where good margins can be achieved.

Efforts are also being made to direct their activities through organisations such as Unipart

while at the same time maintaining standards of product and improving packaging. Another statistic which strengthens the company's commitment to the market is that an estimated one in six people now carry out some work on their own cars.

Similarly, concentration on the foreign car market is partly justified by the fact that there has been a sharp rise in the number of imported cars bought by individuals rather than companies, and the market for all parts for these cars is estimated to amount to £350m this year.

The vast majority of parts supplied by Unipart for these popular makes of imported cars are manufactured in Britain to principles of quick supply

so, either through acquisition or development, but faces a hard task.

It is faced with the already well-established companies which dominate the component suppliers and an attempt to set up an independent distribution arm with little bias towards its own products would create the problem of competing in distribution against suppliers.

The success of Unipart is clearly based on its ability to adapt to changing market conditions, exemplified by its recent additions of new products such as oil, which was introduced recently with some success.

This was prompted by the fact that an increasing number of motorists now change their own oil.

Another growth area which Unipart has exploited is the sale of fast-moving replacement parts or service items, such as filters, wiper blades and the like, for the increasing number of foreign cars being sold.

Sales by Unipart in this sector alone are expected to reach £7m this year.

bution centres run by the big

shops, with customers from

Unipart's

Centres, and more emphasis is

placed on self service.

which has developed in the

United States. Success there

has been achieved almost

uniformly, has clearly

been important in its success.

Efforts are also being made

to increase the number of its outlets to 600 by the end of this market

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## EUROPEAN VEHICLE COMPONENTS VIII

## Days of do-it-yourself

"WE ARE in the supply of Some smaller owner-run garages as owner drivers tried to economise or franchise holders, but keen eye to business could not cancel business, whether you call it the after-market, selling to major factors, the High Street business, cash and carry. Do-It-Yourself or whatever." This was from the marketing executive of one of the UK's largest replacement part makers and distributors and is probably as accurate an approximation of a market without defined boundaries as one can expect.

It is fashionable these days to dress up mutation as lamb by inventing old customs with "in-descriptions and by producing statistics to throw in people's eyes, accompanied by the appropriate technical jargon. "We have 45 per cent of the market for double-acting water hoses made by UK after-market suppliers" may turn out to be only about 15 per cent of the total market after counting in the same products made by car manufacturers, other sources and imports.

## Dependent

In fact some things have not changed all that much from the earliest days, even though the range of accessories and spares has widened enormously with the increasing engineering and electrical sophistication of cars. Success is still dependent on the ability to supply the required article on the instant and of a quality to ensure consistency of business. That is still the touchstone for those handling replacement parts and accessories, however and to whoever distributed. And, it may be added, to whatever market, home or overseas.

Success is also influenced by the ability not only to spot how the total market is moving, but the way in which its various elements are changing in response to economic circumstances and high pressure advertising.

One of the more recent phenomena has been the growth in DIY equipment and facilities. Faced with repair labour charges of around £5 an hour, more and more motorists are trying to maintain their cars themselves, control over repairs to safety or with the help of friends, or sensitive parts like steering joints, it could get out of hand

also offer facilities, like lifts to use on rising spares and repair it was a Canute-like gesture last in the face of the gathering

against the swelling tide of momentum of foreign cars into the market. VW Beetles were followed by Renaults, Fiats, the Quinton Hazells of this world. The Peugeots, Volvos, Saabs, Alfa Romeo and Japanese makes.

Not these days can the imports from their European

plants by Ford, Chrysler and General Motors (Vauxhall and Opel) be overlooked. The 40

per cent of the UK market that imports have been taking

will increasingly be coming on to the after market for replacements and accessories.

Such suppliers attracted disreputable epithets, like pirates.

At least that was so until rather belatedly suppliers of original equipment to the vehicle factories, and then the vehicle makers themselves, got in on the act. Now many of the "pirates" either supply

original equipment to the car

producers or to highly regarded

chains of shops, and have become further respectable—and

respected—by taking their expertise and their products into

Europe and further afield.

The stiff upper lip with a separate company, Imported

which the traditionalists tried

Vehicle Parts. "In the past

start entrepreneurs with a

been forced to obtain his parts

## Efforts

There is too a further element in the equation. Vehicle manufacturers, and especially car

manufacturers, are vividly

aware of the need to reduce

maintenance to a bare minimum.

It has become a highly competitive feature. Tremendous pains

are taken at the design stage of

a new model to see that it goes

together easily on the assembly

line and that replacements can

easily and speedily be made for

maintenance purposes. This has

greatly helped to reduce the

time (and therefore cost) of

routine maintenance.

That is fine so far as it goes,

but the after-market does not

really begin to operate until

a car is out of warranty. New

cars are religiously taken

along to franchise dealers, and

though they make tremendous

efforts to maintain customer

loyalty after the warranty ex-

pires, this kind of loyalty has

withered—sometimes to the

point of extinction because of

the fierce competition from the

after-market suppliers.

Any movement towards

stricter testing seems bound to

limit the scope of DIY, though

it may not diminish its growth

more motorists are trying to

Without some kind of quality

control over repairs to safety

or with the help of friends, or sensitive parts like steering

desperately hard to channel

a variety of engine management

are now being designed. But

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ing fuel consumption through

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price for the average car. How

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knows, but the main lines of

accelerator pedal. Chrysler has

activity are as follows:

from a main agent, often travelling long distances and receiving low discounts for his current which causes ignition skipping by stopping wheel. The idea is that when Butchers, director and general manager of IVP. "In the fast developing new situation he than mechanical breaker points can now order by telephone which operates both as a trigger and a current allowed to lock. This will be identical to original equipment switch. The advantage of this in the wettest conditions is that it eliminates

1. Breakless Transistorised tions are being designed. Coil Ignitions Under this system, provide a means of preventing the current which causes ignition skipping by stopping wheel. The idea is that when Butchers, director and general manager of IVP. "In the fast developing new situation he than mechanical breaker points can now order by telephone which operates both as a trigger and a current allowed to lock. This will be identical to original equipment switch. The advantage of this in the wettest conditions is that it eliminates

2. Transmission: A speed mechanical wear of the system is that its eliminates long-term advance will be a consistency of ignition timing. electronic methods of control and gives higher voltages, which is important in a period when the engine functions leaner fuel mixtures are being used. that a computer would run the vehicle to give optimum usage much better than present human and mechanical methods. Thus it would take instruction on the vehicle and then select the appropriate fuel-air mixture and ratio. But these central computer systems for cars depend critically on the development of microprocessing technology to provide adequate storage facilities.

## Speed

There are also other critical fields, such as the control systems, in which electronics are already proving to work in cars. Clearly, therefore, the application of technology will be one of the central fields of development in the next decade, and already major companies are joining together.

3. Electronic injection: Direct injection of fuel mixes into the cylinder is now being widely used as an alternative to the carburettor, because the system achieves a cleaner burn of the fuel, and tends to improve the economy. In countries where there are tight controls in both these areas, such as the U.S., injection systems are therefore gaining increasing acceptance.

In some of these systems, electronics are used to measure the air flow and determine where fuel should be delivered to the intake ports.

Bosch, the West German electrical group, has developed a refinement of this system, called the Lambda sensor, which is designed to regulate the air-fuel mixture by sensing the residual oxygen in the exhaust gases. The sensor feeds information back to the electronic control unit which then regulates the injection process to give the ideal mix. Again, the concept is to improve economy and reduce pollution.

4. Anti-skid: Electronic methods of measuring the speed of wheels under braking condi-

## The electronic revolution

THE WORLD motor industry techniques. These will be also converted most of its cars stands today on the verge of designed to optimise the use of electronic ignition systems. The problems with all these revolution. The changes brought cars effectively on leaner developments, however, is cost. To a large degree, the technology already exists in embryo form. Electronics are already have gone a long way down the road towards achieving these objectives. In America the new components which work to a high degree of accuracy are at a premium. But the systems now attempt to introduce more space into the smaller vehicles which are now being designed. But which warns the motorist that price for the average car. How long this will take, no one quite time he steps too hard on the accelerator pedal. Chrysler has activity are as follows:

Professional craftsmen don't forget their skills when they get home. And Bosch power tools can help them get the most out of their skills. Here's one reason why — Bosch "All-insulation".

Before 1929, safe insulation of electric tools was hardly known. Then Bosch improved the situation, by introducing the first double insulated hand held power tool—an electric hair clipper with a Bakelite housing.

Nowadays, the entire range of Bosch drills and hammer drills for the home handyman has housings made entirely of insulating material for "All-insulation" — and this distinguishes Bosch from others.

"All-insulation" gives protection above the present safety standards. Even if you accidentally drill into a hidden live wire in the wall you receive no shock at all. That's when "All-insulation" offers additional safety.

Bosch have housings made entirely from polyamide reinforced with glass-fibre. It's as tough as metal. But because of its low heat conduction you are well protected from the operating heat that the motor and gears generate. Even after long periods of use.

"All-insulation" was just one of many Bosch innovations in power tool manufacture and development.

Bosch introduced the first rotary hammers suitable for mass production. Together with Bosch jigsaws, the Bosch rotary hammer became a symbol of quality.

More professionals in Europe prefer Bosch power tools. Today, Bosch power tools are at work in every branch of industry. For example, most car manufacturers throughout Europe rely on them.

This professional experience and quality goes into every Bosch power tool. And if Bosch power tools are

good enough for the professionals, they're good enough for the home handyman and do-it-yourself enthusiast, too.

## There's more to Bosch than you think.

Your car engine almost certainly has some Bosch parts; and it may well be tested by Bosch equipment at its next service.

Many of the goods people buy in their supermarkets have been packed with machines produced by Bosch. These provisions may be stored in a Bosch refrigerator or freezer in a Bosch kitchen.

Television viewers will have seen the Olympic Games through Bosch eyes, as many of the sporting events were televised by Bosch Fernseh cameras. News and entertainment in cars can be received with Blaupunkt auto sound systems.

Bathrooms and kitchens are equipped with Bosch fittings and built-in units. Bosch design and supply installations for assembly lines and production plants. Machine tools use Bosch numerical controls. Deep-cooled blood stored in many European hospital blood-banks is restored to body temperature with Bosch medical equipment.

Bosch employs 5,700 people in research and development alone. Bosch have at present 10,000 patents throughout the world, with 15,000 pending.

Bosch UK: Robert Bosch Limited, Watford, Hertfordshire

**BOSCH**



YANNIS LARAS

# Busting the 'catalytic cracker syndrome'

OVER THE last two years there have been regional grants, so that they are more effective in encouraging the generation of real jobs, jobs that will last."

The document was specific about one other area, industrial development certificates (IDCs). To prevent the decline of prosperous areas, such as the West Midlands, and to reduce the stringency of government controls on industrial and office development, the Conservatives suggested that the IDC threshold should be raised and the system of office development permits ended.

By the time *The Right Approach to the Economy*, the policy document bearing the imprint of Sir Keith Joseph, Sir Geoffrey Howe, Mr. James Prior, Mr. Angus Maude and Mr. David Howell, appeared a year later the party was more loquacious. Two whole pages were given to regional policy, the core of which indicated a significant change of emphasis from Labour's approach.

The Tories conceded that there were still serious economic differences between various parts of the country but argued that the cost of assisting those areas where dereliction or unemployment was high was often borne by successful concerns "whose growth may well have been curtailed" as a result.

They argued that pumping huge amounts of money into capital-intensive, labour-saving plants did not help to ease unemployment in either a local economy or the national economy and so there would have to be control over total local expenditure in order to get better value for money spent. The intention, in the words of the pamphlet, was to introduce "changes in the structure of

## Higher figure

There is some sympathy for this proposal within the Government. It has already raised the threshold for IDCs from 12,500 square feet to 15,000 square feet. Otherwise, the far-flung parts of Britain might not have existed.

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One man, Teddy Taylor MP, was conceded that "of course permits it is likely to resist instance, support grants for the previous 12 months. Since the take this exercise before an election, because it is seen as more a matter of administration than principle. Taking no action would also keep all the lobbyists away from the Shadow Cabinet as any local authority which knew it was to lose its development area status would immediately be up in arms. But it is a possible move for any Conservative minister to make.

The support of these two MPs meant that the committees looking at regional policy, largely under the industry spokesman, Kenneth Clarke MP, were given fresh hope. Instead of being relegated to a relatively routine exercise they began to feel that they were not some forgotten army of the Party.

They were determined to try to avoid some of the Party's excesses in adjacent fields. It is conceded now that the Party is not going to be faced over the National Enterprise Board, for instance. The first policy document stated: "The NEB must be abolished, though we shall have to retain some sort of administrative mechanism for selling off NEB shareholdings where this is possible and for administering those which cannot be sold off immediately... Similarly, the powers of the Scottish and Welsh Development Agencies to buy into profitable companies should be removed."

A year later, while still generally reflecting to the theme that "ill-considered rescue schemes take money from the more efficient to give to the less efficient," it

is conceded that "we recognise too that there will be some exceptional cases where help may be justified in party attitudes. He has argued the national interest." An strongly, not to say vacuously, embarrassed party did not

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# COMPANY NEWS + COMMENT

## Second half fall leaves Metal Box at £56m

MAINLY REFLECTING a downturn in the U.K. second half profits of Metal Box fell from £34.3m to £30.5m leaving the figure for the full year ended March 31, 1978, down by 4 per cent to £55.7m.

In November the directors reported half-year profits ahead at £25.23m against £23.79m but said that they saw no immediate improvement and that the full year's result was not expected to match the figure for 1976/77.

Sir Alex Page, the chairman, says that the past year was a difficult one, not only because of the bad weather, conditions for canned food and beverage cans, but also because of certain industrial unrest. These difficulties, he adds, resulted in lower profits for the period.

Prospects for the economy do not appear to favour any substantial increase in sales for the current year, but Sir Alex feels there are opportunities for increasing efficiency and profits if the group can overcome the industrial relations problems. These problems cost the group several million of pounds in lost profits last year.

There are signs that these problems are being overcome, but until incentives can be given for greater effort, skill and responsibility, which is difficult under pay policy, problems are bound to arise.

Earnings per £1 share are stated at 64.9p (61p) and the dividend for the half-year is stepped up to £4.8662p (£3.4247p), the last dividend, with a final of 8.2662p net. The directors intend to pay an additional dividend if ACT is reduced.

During the year, the group's shareholding in the metal con-

### IGHLIGHTS

As forecast at the half-way stage Metal Box failed to reach the market had anticipated. Lex also takes a look at the implications on UK companies' results following the American's change of policy on stock valuation. Also covered is the Albright & Wilson rejection of the bid approach from Tenneco and the Edinburgh issue of £25m 5-year Variable rate stock. Elsewhere, Martin the Newsagent like NSS lost about £50,000 during the newspaper wholesalers' dispute while William Reed looks poised for real growth in the second half once the recent acquisitions make their mark.

tainer company, Metal Box, failed to reach 40 per cent and this party by the other of patents and trade secrets relating to the manufacture of cans, crown caps and machinery.

The continued use of currently licensed technology has been dealt with by each party grant- ing to the other, subject to prior commitment, a world-wide licence on a non-exclusive basis.

The principles of ED 19 have been applied in arriving at the UK tax charge for the year, which accordingly has been reduced significantly from £18.26m to £10.73m.

Deferred tax in the balance- sheet has been reduced by £10.9m and has been transferred to reserves.

Interest on borrowings and loan stocks amounted to £1.8m during the year. Expenditure on fixed assets at home and overseas was £44.6m, which included £4.2m arising on acquisitions.

On sales of £52.3m against £40.6m pre-tax profits of Metal Box Overseas rose from £19.6m to £20.92m for the year, subject to tax £6.58m (£3.65m), minorities share £1.21m (£3.99m), and an extraordinary debit of £1.71m (£4.01m credit). The attributable amount emerged at £5.41m compared with £10.98m and the dividend is increased from 15p to 16p.

The chairman says that the technology of can making is undergoing significant change and the group has made a substantial investment in two-piece manufacture, which has not yet earned any return.

The glass company in Nigeria is well established and is making good profits he adds.

As part of its diversification plans Metal Box is on the lookout for a possible small takeover deal. The next move is likely to be outside of heating and packaging, and the sort of figures that directors are talking in terms of, on a takeover, move range between £20m and £100m. "There are lots of places under careful scrutiny," says Sir Alex. One area, in particular, that is attracting the group's attention is once again the U.S.

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See Lex



Sir Alex Page, chairman of Metal Box—labour problems resulted in the loss of several million pounds in profits during the year.

## ISSUE NEWS AND COMMENT

### Edinburgh £25m variable stock

The City of Edinburgh is raising £25m by the issue of variable rate stock with a life of five years.

The issue of 1983 stock, priced at £100 per cent, is payable at full year application. Interest which is calculated at 1% of a point over the rate at which the Bank of Scotland is advised by the "reference banks".

Interest on the stock is payable half-yearly on June 9 and December 9. The first payment will be of £5.655 gross per cent next December.

The stock will be redeemed on June 9, 1983, at par unless cancelled by purchase in the open market or by agreement with the holders.

The purpose of the issue is to finance the proceeds to finance authorised capital expenditure and to replace maturing debt.

The application list which is open on Thursday June 8 will close on the same day.

Applications must be for a minimum of £100 of stock or multiples thereof, up to £10,000. Applications for £10,000 to £100,000 will be accepted in £10,000 of stock above, up to a maximum of £20,000 in multiples of £5,000.

Brokers to the issue are Nixon. See Lex

### Thames Plywood placing

THE PROSPECTUS is published in connection with the placing of 1m shares in Thames Plywood Manufacturers and the placing is perhaps the most interesting of the year. The yield is just under 5% following the suspension last November.

The placing will drop the shares in the company owned by C. P. Choularton from 85 per cent to 83 per cent. The shares offered to the public are being greeted with the enthusiasm of a new issue and there is already quite an amount of interest in the 150,000 shares which will be placed in the market.

The placing has been made to satisfy the requirement of a quotation.

Thames Plywood's history dates back to the end of the Second World War when its main activities were orientated towards the construction of composite panels for use in commercial vehicles and containers.

The placing with institutions and individuals is of 500,000 shares of 25p each at a price of 34p per share. This drops the stake held by Mr. Choularton to 85 per cent, though M. & G. remains a substantial investor with around 10 per cent.

The company has two main operating divisions. First the manufacture of high quality plywood products.

The other division, known as The Thameply Group, the subsidiary, sells specialist products to the building industry both at home and overseas.

The profits record is erratic and in the latest year to April 1977, profits are shown at £233,000 pre-tax. The half-year figures to October are £60,000.

Dividends shown pence per share net except where otherwise stated.

\* Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. ‡ South African cents throughout for 15 months.

See Lex

### DIVIDENDS ANNOUNCED

Current Date Corresponding Total Total payment payment div. for last year year

Anglo American Corpn. 25p July 28 25 45.25 23

Bond St. Fab. Int. 0.75 Sept. 25 0.75 2.5 2.5

Macanil. 1.66 July 28 1.43 1.98 1.79

Martin the Newsagent Int. 2.93 July 4 2.19 2.98 6.6

Metal Box. 2.77 July 21 2.48 14.87 13.42

Wm. Reed. 2.77 View Forth 1.5 July 20 1.25 2.1 1.75

Dividends shown pence per share net except where otherwise stated.

\* Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. ‡ South African cents throughout for 15 months.

TURNOVER OF Bond Street Fabrics fell from £4.59m to £4.39m but pre-tax profit for the half year was £20.92m—last year's final was £20.39m.

The directors state however, that the double jersey section of the company is going through a particularly difficult period and the forward order book is very poor. At this stage the directors say it is hard to see the full year's results as high as last time.

Profit for the full 1976/77 year was a record £441.231 after a £157,000 loss incurred by subsidiary John Currie Son and Co.

The directors state that the position at Currie has now improved, and it is no longer in receipt of the Temporary Employment Subsidy.

Available profit came out at £119,040 compared with £72,500 after tax took £128,860 against £78,500. The net interim dividend was 5.61 per cent of capital.

See Lex





## NOTICE OF REDEMPTION

To the Holders of

## Occidental Overseas Limited

10% Guaranteed Notes due 1981

NOTICE IS HEREBY GIVEN that in accordance with the provisions of the Indenture dated as of July 1, 1975 of Occidental Overseas Limited and Occidental Petroleum Corporation to Marine Midland Bank (formerly Marine Midland Bank New York), as Trustee, \$1,801,000 aggregate principal amount of Notes will be redeemed on July 1, 1978 (herein called the "Redemption Date") at 100% of the principal amount thereof without premium pursuant to the Sinking Fund provisions of the Indenture. As provided in the Indenture, the Notes selected for redemption by the Trustee bear the following distinctive numbers:

## COUPON NOTES OF \$1,000 PRINCIPAL AMOUNT OUTSTANDING

MC-16	18677	2066	5450	7146	8886	10820	12385	14106	15908	17665	18477	21250	26503	28771
MC-16	18682	3892	5475	7147	8913	10825	12388	14107	15910	17668	18481	21254	26530	28775
MC-16	18686	3877	5475	7148	8924	10834	12393	14108	15912	17673	18483	21255	26531	28776
MC-16	18692	3731	5510	7149	8935	10835	12398	14109	15913	17674	18485	21256	26532	28777
MC-16	18692	3746	5512	7150	8977	10865	12408	14115	15961	17718	18474	21258	26548	28781
MC-16	18692	3747	5512	7151	8978	10866	12408	14116	15962	17719	18475	21259	26549	28782
MC-16	18692	3748	5512	7152	8979	10867	12408	14117	15963	17720	18476	21260	26550	28783
MC-16	18692	3749	5512	7153	8980	10868	12408	14118	15964	17721	18477	21261	26551	28784
MC-16	18692	3750	5512	7154	8981	10869	12408	14119	15965	17722	18478	21262	26552	28785
MC-16	18692	3751	5512	7155	8982	10870	12408	14120	15966	17723	18479	21263	26553	28786
MC-16	18692	3752	5512	7156	8983	10871	12408	14121	15967	17724	18480	21264	26554	28787
MC-16	18692	3753	5512	7157	8984	10872	12408	14122	15968	17725	18481	21265	26555	28788
MC-16	18692	3754	5512	7158	8985	10873	12408	14123	15969	17726	18482	21266	26556	28789
MC-16	18692	3755	5512	7159	8986	10874	12408	14124	15970	17727	18483	21267	26557	28790
MC-16	18692	3756	5512	7160	8987	10875	12408	14125	15971	17728	18484	21268	26558	28791
MC-16	18692	3757	5512	7161	8988	10876	12408	14126	15972	17729	18485	21269	26559	28792
MC-16	18692	3758	5512	7162	8989	10877	12408	14127	15973	17730	18486	21270	26560	28793
MC-16	18692	3759	5512	7163	8990	10878	12408	14128	15974	17731	18487	21271	26561	28794
MC-16	18692	3760	5512	7164	8991	10879	12408	14129	15975	17732	18488	21272	26562	28795
MC-16	18692	3761	5512	7165	8992	10880	12408	14130	15976	17733	18489	21273	26563	28796
MC-16	18692	3762	5512	7166	8993	10881	12408	14131	15977	17734	18490	21274	26564	28797
MC-16	18692	3763	5512	7167	8994	10882	12408	14132	15978	17735	18491	21275	26565	28798
MC-16	18692	3764	5512	7168	8995	10883	12408	14133	15979	17736	18492	21276	26566	28799
MC-16	18692	3765	5512	7169	8996	10884	12408	14134	15980	17737	18493	21277	26567	28800
MC-16	18692	3766	5512	7170	8997	10885	12408	14135	15981	17738	18494	21278	26568	28801
MC-16	18692	3767	5512	7171	8998	10886	12408	14136	15982	17739	18495	21279	26569	28802
MC-16	18692	3768	5512	7172	8999	10887	12408	14137	15983	17740	18496	21280	26570	28803
MC-16	18692	3769	5512	7173	9000	10888	12408	14138	15984	17741	18497	21281	26571	28804
MC-16	18692	3770	5512	7174	9001	10889	12408	14139	15985	17742	18498	21282	26572	28805
MC-16	18692	3771	5512	7175	9002	10890	12408	14140	15986	17743	18499	21283	26573	28806
MC-16	18692	3772	5512	7176	9003	10891	12408	14141	15987	17744	18500	21284	26574	28807
MC-16	18692	3773	5512	7177	9004	10892	12408	14142	15988	17745	18501	21285	26575	28808
MC-16	18692	3774	5512	7178	9005	10893	12408	14143	15989	17746	18502	21286	26576	28809
MC-16	18692	3775	5512	7179	9006	10894	12408	14144	15990	17747	18503	21287	26577	28810
MC-16	18692	3776	5512	7180	9007	10895	12408	14145	15991	17748	18504	21288	26578	28811
MC-16	18692	3777	5512	7181	9008	10896	12408	14146	15992	17749	18505	21289	26579	28812
MC-16	18692	3778	5512	7182	9009	10897	12408	14147	15993	17750	18506	21290	26580	28813
MC-16	18692	3779	5512	7183	9010	10898	12408	14148	15994	17751	18507	21291	26581	28814
MC-16	18692	3780	5512	7184	9011	10899	12408	14149	15995	17752	18508	21292	26582	28815
MC-16	18692	3781	5512	7185	9012	10900	12408	14150	15996	17753	18509	21293	26583	28816
MC-16	18692	3782	5512	7186	9013	10901	12408	14151	15997	17754	18510	21294	26584	28817
MC-16	18692	3783	5512	7187	9014	10902	12408	14152	15998	17755	18511	21295	26585	28818
MC-16	18692	3784	5512	7188	9015	10903	12408	14153	15999	17756	18512	21296	26586	28819
MC-16	18692	3785	5512	7189	9016	10904	12408	14154	16000	17757	18513	21297	26587	28820
MC-16	18692	3786	5512	7190	9017	10905	12408	14155	16001	17758	18514	21298	26588	28821
MC-16	18692	3787	5512	7191	9018	10906	12408	14156	16002	17759	18515	21299	26589	28822
MC-16	18692	3788	5512	7192	9019	10907	12408	14157	160					

## BUSINESS AND INVESTMENT OPPORTUNITIES

READERS ARE RECOMMENDED TO TAKE APPROPRIATE PROFESSIONAL ADVICE BEFORE ENTERING INTO COMMITMENTS

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The Council would welcome enquires from developers interested in undertaking provision of such facilities on land available for lease from the Council.

Enquiries should be addressed to:  
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for the attention of E. R. Ashton, FRICS, Valuation and Industrial Development Officer

### Business Laws of Saudi Arabia

Companies and Lawyers doing business with Saudi Arabia may have had difficulty in obtaining adequate English translations of the main Saudi Arabian business laws. Graham & Trotman have solved this problem with the only definitive translation of the business laws, with a quarterly updating service. "Business Laws of Saudi Arabia" is translated from the original Arabic by the experienced legal translator N. H. Karam.

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### FOR SALE OR MERGER WITH A QUOTED COMPANY TIMBER IMPORTING GROUP

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#### FORECAST PROFITS FOR YEAR ENDED 30th SEPT., 1978

£450,000 PRE-TAX

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Young and energetic management team

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SIMMONS COHEN FINE & PARTNERS  
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FINANCIAL TIMES

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Charterhouse Development, 1 Paternoster Row, St. Pauls, London EC4M 7DH. Telephone 01-248 3599.

Charterhouse Development, 1 Paternoster Row, St. Pauls, London EC4M 7DH. Telephone 01-248 3599.

Charterhouse Development, 1 Paternoster Row, St. Pauls, London EC4M 7DH. Telephone 01-24

These particulars are given in compliance with the regulations of the Council of The Stock Exchange for the purpose of giving information to the public with regard to Thames Plywood Manufacturers Limited ("the Company"). The Directors collectively and individually accept full responsibility for the accuracy of the information given and confirm, having made all reasonable enquiries, that to the best of their knowledge and belief there are no other facts the omission of which would make any statement herein misleading.

Application has been made to the Council of The Stock Exchange for the whole of the share capital of the Company to be admitted to the Official List. Shares of the Company rank pari passu in all respects including the right to receive all dividends hereafter declared.

A copy of this document and the documents hereinafter referred to have been delivered to the Registrar of Companies for Registration.

مكتبة من الأصل

# THAMES PLYWOOD MANUFACTURERS LIMITED

(Incorporated in England under the Companies Act 1929 No. 421037)

A placing by  
HALLIDAY SIMPSON & CO.  
of 500,000 shares of 25p each at 34p

The shares being placed are in registered form and subject therefore to the payment of ad valorem stamp duty by purchasers.

## SHARE CAPITAL

### Authorised

£

600,000 in 2,400,000 shares of 25p each

### Issued and Fully Paid

£

600,000

At close of business on the 1st June 1978 neither the Company nor any of its subsidiaries had outstanding any borrowings or indebtedness in the nature of borrowings including loan capital, bank overdrafts, liabilities under acceptance (other than normal trade bills) or acceptance credits, hire purchase commitments, guarantees (apart from inter-company guarantees) or other material contingent liabilities.

These particulars are issued in connection with an application for re-admission to the Official List of the Stock Exchange of the whole of the share capital of the Company.

### DIRECTORS

CYRIL POWELL CHOURLARTON—94 Carrwood, Hale Barns, Cheshire (Chairman)  
SIR HENRY ELLIS ISIDORE PHILLIPS, C.M.G., M.B.E.—34 Ross Court, London, SW15 (Deputy Chairman)  
RODNEY ARTHUR HEWSON—3 The Landway, Bearsted, Kent (Managing Director)  
KENNETH DADD—35 The Albany, Woodford Green, Essex  
ROBERT STUART HARRIGAN—Burr House, Warren Road, Near Chatham, Kent  
MARTIN MANFRED HART—17 Walbrook, London, E.C.18  
MAX LINDNER—7 The Beacons, Loughborough, Essex

### SECRETARY AND REGISTERED OFFICE

KENNETH DADD, F.C.A.—183 Harts Lane, Barking, Essex

### BANKERS

NATIONAL WESTMINSTER BANK LIMITED—65 Aldwych, London, WC2B 4DS

### STOCKBROKERS

HALLIDAY SIMPSON & CO., P.O. Box 412, 98 King Street, Manchester, M60 2HA  
and The Stock Exchange

### SOLICITORS

ALEXANDER, TATHAM & CO., 30 St. Ann Street, Manchester M2 3DB

### AUDITORS

DELOTTE HASKINS & SELLS (Chartered Accountants),  
128 Queen Victoria Street, London, E.C.4

### REGISTRARS AND TRANSFER OFFICE

WARBURG REGISTRARS LIMITED, 34 Beckenham Road, Beckenham, Kent

## CHAIRMAN'S LETTER

The following is a copy of a letter to Halliday Simpson & Co. from Mr. Cyril Choularton, Chairman of the Company:—

The Partners,  
Halliday Simpson & Co.,  
98 King Street,  
Manchester 2.

Gentlemen.

In connection with the application for re-admission to the Official List of The Stock Exchange of the whole of the share capital of the Company I am writing to provide you with information regarding the Company and its trading subsidiary.

183 Harts Lane,  
Barking, Essex.  
6th June 1978

### HISTORY AND BUSINESS

The Company was incorporated in England on 5th October 1968 and on 5th October 1968 became a public company listed on The Stock Exchange, London. From 1968 the Company has owned and occupied its own premises in Barking, Essex, where the main activity has been the manufacture of bus and aircraft panels, aircraft fairings, and other composite panels.

In 1968 the Company formed a wholly owned subsidiary, Technical Panel Industries Limited (T.P.I.), to manufacture composite panels at premises at Brinsford, Essex, for use in the construction of commercial vehicle bodies and aircraft fairings. The Company's share of the profit of T.P.I. for the year ended 31st October, 1977, was £100,000.

In August 1977 a successful offer was made for the whole of the share capital of the Company. On 9th September 1977 the Company sold the equity of 100,000 shares in T.P.I. for a consideration of £100,000, and the Company became 51% owned by the offeror, 49% owned by the Company.

On 1st March 1978, I issued an Interim Statement for the half year ended 31st October, 1977, in which was set out the following information:—

The Directors of Thames Plywood Manufacturers Limited announce that the results for the half year ended 31st October, 1977, on the basis of interim unaudited accounts are as follows:—

Turnover ..... 1,088,000  
Profit before Taxation ..... 71,000  
Profit after Taxation ..... 34,000

All figures have been adjusted to exclude the results of Technical Panel Industries, a wholly-owned subsidiary, which was sold in September, 1977.

The six month profit before taxation includes Temporary Employment Subsidy of £67,000 (6 months to 31.10.78 £72,000).

The Company now has two main divisions of activity, both of which are based on its Barking premises.

### PLYWOOD DIVISION

The Plywood Division continues to manufacture high quality plywood for all types of vehicles, including commercial and domestic vehicles. It has extended its product range to include the manufacture of doors and panels of various sizes and to manufacture such as doors, windows, laminated panels, wooden fitted units, prefabricated bedrooms, etc. In addition to certain products manufactured by the Company, it sells products from a number of manufacturers again both at home and overseas.

### CHAMBERS PRODUCTS LIMITED

Chambers Products Limited is a wholly owned subsidiary of the Company and commenced its trade on 1st May 1977. It is based on the sale of specialist doors, windows, laminated panels, wooden fitted units, prefabricated bedrooms, etc. In addition to certain products manufactured by the Company, it sells products from a number of manufacturers again both at home and overseas.

### RENTSES

The Company owns the freehold site to 0.16 acres of land at Harts Lane, Barking, Essex. Erected on this site are single storey factory buildings and a two storey office block totalling some 164,000 square feet. The main building was erected in 1968 at £60,000. The valuation which necessitated a reduction of the Capital Reserve which was created following a higher professional valuation on a going concern basis in 1973 was incorporated in the Balance Sheet at 30th April 1977 and supported by shareholders.

### WANTED WORKING CAPITAL

The Directors believe that, having regard to existing bank overdrafts, the Company and its subsidiary have sufficient working capital for their present requirements.

### FINANCIAL INFORMATION

The information set out below is based on the audited accounts of the Company, after making such adjustments as the Directors consider appropriate.

### I. ACCOUNTING POLICIES

The significant accounting policies adopted in arriving at the financial information set out below are as follows:—

### DEFERRED EXPENSES

The Company recognises its accounts on the historical cost basis of accounting, modified to include the revaluation of property.

### DEPRECIATION

No depreciation is provided on freehold property. Depreciation on other assets is provided at straight line rates equivalent to the estimated useful lives of such assets, except for depreciated metal life.

### THE ANNUAL STATEMENT

The annual statement of the Company and its subsidiary is prepared on a cash basis.

### EXCHANGE

The Company and its subsidiary are not exposed to foreign exchange risk.

### PROFIT AND LOSS ACCOUNT

The profit and loss account of the Company for the 5 accounting periods ended 30th April, 1977, after excluding the results of and dividends received from T.P.I., are as follows:—

### STATEMENT OF CHANGES IN EQUITY

The statement of changes in equity for the 5 accounting periods ended 30th April, 1977, after excluding the results of and dividends received from T.P.I., are as follows:—

### STATEMENT OF PROFIT OR LOSS

The statement of profit or loss for the 5 accounting periods ended 30th April, 1977, after excluding the results of and dividends received from T.P.I., are as follows:—

### STATEMENT OF CASH FLOW

The statement of cash flow for the 5 accounting periods ended 30th April, 1977, after excluding the results of and dividends received from T.P.I., are as follows:—

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### STATEMENT

## INTERNATIONAL FINANCIAL AND COMPANY NEWS

## AMERICAN NEWS

## IC Industries bid for Pet excludes Hardee's

ST. LOUIS, June 5

PET Incorporated, the food and dairy products retailer, has received an offer from IC Industries proposing a cash merger of the two companies.

Under the terms of the proposed merger, Pet shareholders would receive \$84 cash for each share of Pet common held in June last year. Pet had 7.2m common shares outstanding, which puts a total value of \$889m on the offer.

Alternatively, IC Industries proposed a merger upon which about 45 per cent of Pet's common would be converted into cash and the Pet common converted into shares of an equity security of IC Industries.

According to Pet, IC Industries in its letter noted that the Boards of Pet and of Hardee's Food System had approved a Board of Hardee's Food System said it plans to move ahead with its proposed merger and that the terms of such a merger offers a substantial

over normal market price to the Hardee's shareholders \$2.50 in Pet common for each share of Hardee's.

"Since our proposals herein also provide a substantial premium over the normal price of the Pet common stock, it is obvious that our proposals, if consummated after the possible conclusion of the Hardee merger, would result in a very costly come-up of investors," said IC.

Accordingly, we must depend on our proposals upon such a merger not being approved by shareholders of either Pet or Hardee. If any of our proposals results in a combination of Pet and IC Industries we would willingly consider and negotiate in good faith with Hardee the possibility of Hardee becoming a part of IC Industries."

According to Pet, IC also said it was prepared to meet with Pet or a committee of its Board to discuss the proposals further. IC said it requested that Pet respond at "earliest convenience," but in no event later than 5 pm on June 6.

AP-DJ

## General Mills sees 16% rise

MINNEAPOLIS, June 5

GENERAL MILLS reports that \$3.25bn from a restated \$2.75bn aren't planning to do that this income from continuing operations in fiscal 1977.

General Mills plans several to shift our promotional efforts to the \$129m range, or slightly the coming months, and has executive said.

He added that General Mills' with a restated \$111.4m or \$2.25 support for new and existing products can benefit somewhat a year ago. A gain of about items. Spending on advertising between \$165m and \$170m in fiscal 1978, up from the operation and sale of the company's chemicals business \$145.6m a year earlier.

brings final net profit to about when food prices soared 2.5m, or in the \$2.70 to \$2.75 few years ago. General Mills shifted some funds out of a share range.

Sales rose about 16 per cent, advertising, and into price pro the company said, to about motions such as coupons. "We

## Oceanic Finance in profit

BY OUR SHIPPING CORRESPONDENT

OCEANIC Finance Corporation, of profound crisis in the shipping the Bermuda-based company industry.

Mr. Paul Slater, Oceanic president and formerly with Gridley year with a small profit and a Brundt, said he was optimistic about the company's future, although worried about the prospects for bulk shipping, which were set for another downward turn.

The new deal involves the charter of two seven-year-old refrigerated cargo vessels to an unnamed European company. The ship will be managed by the company, has resulted in retained pre-tax earnings of \$180,000.

Although still very small in the ship finance world, Oceanic has attracted considerable attention. The loan was arranged in its efforts to establish itself in junction with the Royal Bank of an unusual specialism at a time Canada.

THE company's major restaurant chain, Red Lobster Inns, specialises in seafood and thus will not be affected by higher beef prices as much as most restaurants. That is not true for York Steak House Systems, General Mills' second chain, but the company said that those restaurants' shopping mall locations should help keep customer traffic healthy.

General Mills is to build "a handful" of new Pennimore's Restaurants in the coming year. The company has been testing the concept, aimed mainly at breakfast, with one unit in Minneapolis.

In all, the company will add more than 46 new restaurant units in fiscal 1978 to the more than 300 now existing. Some Red Lobster Inns will be enlarged by one-third to seat over 300 people.

AP-DJ

## Poor start for East Coast sea oil search

By David Lascell

NEW YORK, June 5

Last month's agreement between Hardee and Pet offered Hardee's shareholders \$2.50 in Pet common for each share of Hardee's.

Hardee's has requested a tax ruling from the IRS and anticipates that preliminary proxy materials concerning the merger will be filed with the SEC within the next few days.

IC said that should its proposed merger become effective it would expect that Pet would continue to operate as a separate company with its own Board. "We anticipate appropriate representation on the Pet Board of directors and we would invite Pet's representation on the IC Industries Board."

According to Pet, IC also said it was prepared to meet with Pet or a committee of its Board to discuss the proposals further. IC said it requested that Pet respond at "earliest convenience," but in no event later than 5 pm on June 6.

AP-DJ

The announcement was disappointing, given the intense interest in the search for hydrocarbons off the East Coast, which is one of the country's major refining and consumption areas. Both industry officials and oil experts said that a dry hole at this stage was not surprising and did not affect the chances of oil or gas being discovered later.

The chances of a major discovery have been put at about one in five. Significantly, the Government's Geological Survey has continued to harder its estimates of oil and gas deposits in the so-called Ballimore Canyon where drilling is presently concentrated.

Last week it revised its oil estimates in the leased tracts from 0.41.4bn barrels to 0.8bn, and its gas estimates from 2.6-9.4 trillion (million million) cubic feet to 12.3 trillion.

Apart from Conoco, four companies are operating drilling rigs off New Jersey. They are Exxon, Houston Oil and Minerals, Shell Oil and Texaco. Five other companies, including Mobil and Gulf are expected to join the search later this year.

## Gulf to pay cartel fine

By Our Own Correspondent

NEW YORK, June 5

GULF OIL has decided not to contest Federal allegations of anti-trust violations arising from the uranium cartel case in which it was implicated.

Instead the company is prepared to pay the \$10m fine imposed by the Federal Court rather than pursue costly litigation to obtain a favourable verdict.

However, the company still faces several civil suits based on the cartel's activities, and aspects of the case are being appealed.

AP-DJ

## Share buyers' attitudes worry NYSE

BY JOHN WYLES

IN ITS first survey of attitudes since 1959 the New York Stock Exchange has found that Americans are deeply concerned with inflation and strongly averse to making "risky" investments.

Characterising the survey conducted by Opinion Research Corporation as "deeply disturbing and challenging" Mr. William Batten, chairman of the exchange, called today for decisive action to ensure that "lack of knowledge and unrealistic public policies do not transform us from a nation of risk takers into a nation of economically timid

borders."

The survey results follow in-depth interviews in late 1977 and

early 1978 of 2,740 households with annual incomes of more than \$10,000. The NYSE claims that more in common stocks and other types of securities than the study represents the 4 per cent planned to reduce investments of "financial decision" holders. Only 33 per cent of makers of 45m households or of the households were current 61 per cent of all U.S. households.

The survey produced further backing for the security industry's demands for changes in taxation of dividends and of capital gains and losses. Some 41 per cent of current owners of corporate stocks or mutual funds said they would add to their portfolios if dividends were no longer taxed as personal income and ownership in property since 49 per cent of former owners of stocks said they would return to the market if this change was made.

It was also found that mis- understanding and lack of know-

ledge appeared to be a major barrier to ownership of stocks. More than 80 per cent of households cited as important investment goals the general income to meet expenses, keeping up with family income for retirement and personal control of stocks.

Fewer than half responded that term capital appreciation was important.

Some 77 per cent of financial

makers believed that

an increase in the

and 36 per cent thought

increase would be sharp.

Gen. Electric, Honeywell line

FARFIELD, June 5

GENERAL ELECTRIC and Honeywell have reached agreement in principle to combine worldwide operations of Gen. Electric's information services division with Honeywell's timesharing market

operations in the UK, Europe and Australia.

The new company will be

per cent owned by General

Electric and 16 per cent owned by Honeywell.

The new company is sched-

uled to begin operations November

Honeywell is the exclusive

tributor for GE's Mark III

world steel producers, rising

and Australia, with

Western European countries

served jointly by Honeywell

and Compagnie des Machines

SELECTED

## Bundesbank Expansion in Brazil steel

BY DIANA SMITH

RIO DE JANEIRO, June 5

BRAZIL'S National Steel Company (CSN), one of the which foreign resources, including numerous steel mills controlled special credits from the State-owned holding company Siderbras, made a \$470.4m, Cruzierios 271.3m (15.3m) net profit in 1977. Operating and non-operating outlays totalled 7.9 per cent per annum.

With the CSN Phase Three project of its Volta Redonda works in Rio de Janeiro State of 6.3 per cent. In the near future, Brazil hopes to become number 10 or 11 on the list of world steel producers, rising from 1977 to 11.2m tonnes tonnes in 1978 a 7.3 per cent increase compared with a world average.

The new company is scheduled to begin operations November. Honeywell is the exclusive tributor for GE's Mark III to world steel producers, rising from its present position of number 12 in 1977, thus overtaking Romania, Spain, Belgium and Czechoslovakia.

The new company will be

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Electric and 16 per cent owned by Honeywell.

The new company is sched-

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SELECTED

	1977	1976
FF 000's	FF 000's	FF 000's
6,320,726	6,007,913	
Total profit before taxation	358,027	428,275
Total profit after taxation	181,527	258,795
Profit after taxation and before extraordinary items, attributable to members of the Company	150,951	184,088
Extraordinary items	8,764	(14,505)
Profit after taxation and extraordinary items, attributable to members of the Company	159,715	169,583
Cash flow	621,230	618,835
Earnings per share before extraordinary items	FF 32.46	FF 39.69
Earnings per share after extraordinary items	FF 34.34	FF 36.47
Dividend per share	FF 11.18	FF 11.18
Tax credit	FF 5.59	FF 5.59
Total dividend	FF 16.77	FF 16.77

## Salient points from the Report to Shareholders

- The profits of the year have decreased with respect to 1976. This is principally due to:
  - the insufficiency of the selling price of cement in France,
  - the decrease of the refractory products activity in connection with the worldwide crisis of the steel industry,
  - the unfavourable influence of the parity between Canadian dollar and
- French franc, when converting the contribution of Canada Cement Lafarge in French francs (less 12% over 1976).
- The operating groups: Aluminous Cements, Plaster and Engineering performed well during the year.
- Government control of selling prices is expected to be lifted in France and in Canada during the second half of 1978.

Certain information required by The Stock Exchange to be made available may be inspected during usual business hours up to and including 23rd June, 1978, at the offices of Kleinwort, Benson Limited, 20 Fenchurch Street, London EC3P 3DB, from whom copies of the full Annual Report (both in English and French) may be obtained.

Lafarge 28, rue Emile Menier, Paris 16e. Tel: 727 97-89. Telex: 62804 F.

## Pretabail-Sicomi

a French property leasing company

The Annual General Meeting which was held on 17th May 1978, under the chairmanship of Mr. J.C. Genton, approved all the proposed resolutions.

The net profit of the company amounted to F.73.5 millions for the financial year ended 31st December 1977.

The distribution of 85% of the fiscal profit allows the payment from 19th May 1978 of a dividend of F.36.10 per share, rate of tax credited F.0.19 (F.31.30 for the financial year 1977).

The process of the reduction of the share capital has begun on 22nd May 1978.

## Pretabail-Sicomi

Registered office: 24 rue Erlanger - 75016 Paris/France



GARANTY

the corporate bank in Turkey.

157, İstiklal Caddesi, İstanbul-Turkey. Telex: 22957 gafot tr Tel: 431480

مكتب الأصل



## INTERNATIONAL FINANCIAL AND COMPANY NEWS

## AUSTRALIAN FUND RAISING

## More states are looking overseas

BY JAMES FORTH IN SYDNEY

QUEENSLAND'S Treasurer, and Deputy Premier, Mr. Bill Knox left Australia at the weekend, bound for the major financial centres, Tokyo, New York and London. His mission is to place the state of Queensland on the international lending lists. Queensland aims to raise at least A\$1bn over the next 20 years. Knox carries with him a 16-page prospectus outlining the advantages of lending to Queensland.

His tour is similar to those being made by other Australian states. The Premier of New South Wales, Mr. Neville Wran recently returned from an overseas trip where he canvassed the prospects of raising at least A\$800m for State projects, including a new coal loader, upgraded rail facilities and power station developments.

The Premier of Western Australia, Sir Charles Court is currently in London, sounding out the prospects of raising at least A\$1bn by 1980, as reported in the Financial Times yesterday.

Victoria and South Australia are also looking at overseas markets to borrow large amounts of funds.

It is all part of a fundamental reshaping of the capital raising arrangements between the water supplies, roads, railways, Federal Government and the states. Since 1929, when a body known as the Loan Council was formed, the right to arrange ventures still on the drawing

board are jeopardised because a A\$400m natural gas pipeline has remained solely with the Federal Government. The Loan Council also decides each year the local borrowing programmes of the states, through their various state authorities. The states have become increasingly conservative in recent years as the capital costs of new developments, such as power stations, and rail and road facilities, have risen dramatically, but because of budgetary limitations the Loan

Victorian Government's state

Western Australia, as reported in the Financial Times yesterday, is seeking international finance. Other Australian states are planning similar moves: James Forth explains

Council borrowing allocations are power utility, the State Electricity Commission (SEC) started last year entering into extended credit terms from suppliers

where large-scale natural resource thinly populated areas, the mining companies involved have had to pay for many normal government services, such as

arrangements between the water supplies, roads, railways, housing, and so on. The capital

escalation has been greatest in these services and many large ventures still on the drawing

## Loss at Sasebo HI as debts deferred

By Our Financial Staff

SASEBO Heavy Industries, the Japanese shipbuilder, made an after-tax loss of Y11.7bn. (\$3.3m.) for the year to March 31, compared with a profit of Y570m. in the previous year. The company also announced that, in the latest in a series of moves, its creditors—mainly Japanese trading houses—had agreed to defer repayment of

securities, which rose to Y13.4bn. (\$3.6m.) from Y87.7bn. previously.

The states, anxious for developing iron

fields to Perth, A\$150m. for

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## FARMING AND RAW MATERIALS

## Locusts threaten E. Africa

By Our Own Correspondent

THE ENTRE Desert Locust Control Organisation of Eastern Africa (DLCOEA) has gone into action to stem what is feared to be a massive locust plague sweeping through Eastern Africa. Four aircraft with spraying equipment have been sent to Ethiopia and Somalia from the DLCOEA aircraft base in Nairobi.

Ethiopian radio reports that swarms of desert locusts, which invaded the Horn of Africa last month, are ravaging crops in the Gondar region. Locusts are also invading Somalia and have been reported (though not yet confirmed) to the Garissa region of Kenya's northern province.

To day, a team of Ministry of Agriculture experts went to Garissa to confirm the presence of desert locusts and estimate the size of the swarms and the direction in which they are moving.

East African nations, Ethiopia, Somalia, Kenya, the Sudan, Djibouti and Tanzania are co-operating in operations to stop the swarms becoming a plague.

Later, a spokesman for the Sozane, the Zairean's trading company, said: "Replies from the cutback in copper deliveries from July would not exceed the 50 per cent. force majeure already declared. He confirmed that pro-

## Copper market setback on Zaire report

By JOHN EDWARDS, COMMODITIES EDITOR

COPPER PRICES fell sharply on the London Metal Exchange yesterday following reports that production had already been resumed at the Kolwezi mines in Zaire. Cash wirebars dropped by £22 to close at £736.5 a tonne.

The market was shaken by a report from the official morning newspaper in Kinshasa that copper production at Kolwezi open cast mines had restarted last Thursday and already reached 13,000 tonnes a day—exceeding the 10,000 tonnes daily produced before the invasion of the Shaba province.

The newspaper added that underground mines at Kolwezi, accounting for the remaining 25 per cent of total output had been pumped out and would resume operations within three weeks.

It was also reported that the Kolwezi concentrator was working normally with 11,000 tonnes of swans becoming a plague.

Later, a spokesman for Sozane, the Zairean's trading company, said: "Replies from the cutback in copper deliveries from July would not exceed the 50 per cent. force majeure already declared. He confirmed that pro-

duction had resumed at Kolwezi but was unable to say at what rate.

In France, there was some scepticism about the Kolwezi production reports, particularly the position regarding the likelihood of white technicians returning to work.

But the planned American airift of US troops to Shaba has raised hopes of a quicker than expected resumption of production at Kolwezi, even though some London traders are also sceptical about future prospects.

It was felt that yesterday's reaction was partly technical after the recent sharp price rise which had "overheated" the market. In these circumstances a bigger than expected decline in copper stocks—down by 4,225 tonnes to a total of 529,000 tonnes—had little impact.

Zinc prices recovered some earlier losses following news that leading U.S. producer, St. Joe Minerals, had raised its domestic selling price for zinc by 2 cents to 31 cents a pound. The company said: "The increase reflected improving demand, a strengthen- ing international market and rising costs. Other U.S. producers

## Coffee upsurge continues

By Richard Mooney

COFFEE PRICES on the London futures market continued to surge higher yesterday as a new cold front threatened the Brazilian coffee regions. September coffee finished the day at £1,932.5 a tonne, £113.5 above Friday's close, and the highest level since last autumn.

U.S. zinc prices were lowered in February this year.

Zinc prices moved higher reflecting a strong rise in Pemex over the weekend and scarcity of supplies available in the London market. The latest fall in warehouse stocks of 300 tonnes has reduced total holdings to 1,815 tonnes—the lowest level since September 1974.

Standard grade cash tin closed 72.5 higher at £6,767.5 a tonne, after trading at over £6,000 earlier in the day, while the three-month quotation was £55 up at 16,617.5.

Lead was hit by profit-taking sales, and the decline closed 17 down £0.25 a tonne.

Lead stocks fell by 150 to 56,975 tonnes, zinc by 100 to 63,000 tonnes, and LME holdings by 160,000 to 17,350,000 tonnes.

## INTERNATIONAL WHEAT AGREEMENT

## A sceptic attacks as talks re-open

By CHRISTOPHER PARKES

AS TALKS reopened in London yesterday in a fresh effort to resolve the considerable differences of opinion over the form of a new International Wheat Agreement, the Trade Policy Research Centre published a highly sceptical report pointing cold water on the whole idea.

Writing in the economic quarterly, The World Economy, Prof. D. Gale Johnson of the University of Chicago says bluntly: "I do not believe that it will be possible to negotiate a set of rules for the management of grain reserves under international auspices."

Prof. Johnson says that to succeed an international pact would first need agreement on a range of international prices, agreement on the sharing-out of the costs of running the operation, and agreement on how much grain should be put in store and held in reserve. The issue of ownership of the stocks would also have to be resolved.

Delegates are also confronted by stumbling blocks highlighted by Prof. Johnson—the rights and obligations of the providers and holders of any "international stocks".

These problems prevented progress at the last full negotiating session on the pact which closed in Geneva last March. Since then the U.S. and the Common Market have held bilateral talks at which it was claimed, outline agreement had been reached between the two parties on how to handle coarse grains in the context of a wheat agreement.

But the views of the 80 odd other countries involved in the overall negotiations, which are due to restart in September, also have to be considered.

"If trade policies for grains were modified so that in all or most countries domestic grain prices varied proportionately with international prices, there would be little need for grain reserves," Prof. Johnson points out. And it is not necessary that governments should accept free trade in grain to achieve substantial price stability in international markets.

But he warns that no one should be under any illusions about the potential influence on the market of grain reserves alone. Stocks, whether of 30m or 90m tonnes, could not by themselves prevent an escalation of prices as occurred between 1972 and 1974.

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But the views of the 80 odd other countries involved in the overall negotiations, which are due to restart in September, also have to be considered.

Conrad Leslie, the renowned crop forecaster, has raised his forecast of wheat production in the U.S. this year. His June 1 estimate puts winter wheat output at 13,350m bushels compared with his May 1 forecast of 12,950m and the U.S. Department of Agriculture's forecast of 12,840m bushels.

Wheat production last season was 1,527m bushels.

## Call for EEC sugar 'logic'

By HILARY BARNES

COPENHAGEN, June 5.

THE EEC problem of sugar importation from the Lomé Convention countries should be solved between the Lomé countries, which as a group have a sugar deficit, M. Henri Cayre, president of the EEC beet-growers, said at the European beet-growers' annual conference here today.

The EEC has no need for sugar from the Lomé Convention countries, and, when the convention is revised in 1982, the EEC should provide guarantees for the export of sugar from the Lomé sugar-surplus countries to other Lomé countries which need to import sugar, he told Press conference.

M. Cayre said it was not a question of expelling Lomé sugar—which comes mainly from the Commonwealth countries—but of introducing some logic into the system and separating aid policy from EEC agricultural policy.

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## WORLD STOCK MARKETS

## Wall St. 8.9 higher in heavy early trading

## INVESTMENT DOLLAR PREMIUM

\$2.60 to £1-189% (105.1%)

Effective (\$1205)-46.1% (+4.5%)

A WIDESPREAD fresh advance

occurred on Wall Street yesterday

day morning in heavy trading

a move that analysts said

stemmed mainly from internal

factors but was also spurred by

a growing belief that economic

news will improve as the year

progresses.

The Dow Jones Industrial

Average was 8.92 higher at \$56.48

Closing prices and market

reports were not available

for this edition.

at 1 pm. while the NYSE All

Common Index had moved ahead

56 cents more to \$35.39 and gains

outpaced declines by 10 of the

market's 20 major exchanges.

Topping the active list, Grumman

climbed \$1 to \$201. It has

received a \$275m Navy award to

build F-14 fighter aircraft.

Also active, International Harvester added 3 at \$35-11 has

won a suit brought by a dealer

who had alleged antitrust activi-

ties and sought a \$10m payment.

The AMERICAN SEC Market Value

Index rose 0.68 to 146.29 at 1 pm

that consumer prices rose at a double digit pace in April but that the rise in food prices slowed in May, hinting that consumer prices may ease also. And a surprise fall in the U.S. money supply, reported last week, has eased concern of further imminent monetary tightening, analysts stated.

Glamour and Blue Chip stocks were the centre of attention. IBM rose 21 to \$262. Smithkline &amp; French, KLM Royal Dutch 4 to \$84.30, Squibb 11 to \$32.20, Boeing 11 to \$184. Ford Motor Company 1 to \$34.10 and Avco 11 to \$35.10.

Ford Motor picked up 1 to \$49.10—Ford reported that late May car sales rose 22.6 per cent but Chrysler's sales were down 7.5 per cent.

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## Canada

Stocks continued to show a firm position in active early trading. The Toronto Composite Index adding 2.6 to 1,135.0 at a total value of 5,416.6. Oil &amp; Gas 3 to 1,338.8. Utilities 1.20 to 1,741.81 and Golds 0.29 to 273.47, but Golds reacted 4.5 to 338.9.

All-Can "B" rose 25 cents to CS3—Hemisphere Investments

was 10 cents for each "B" share of

the Canadian Tungsten Mining

Jumped \$31 to \$17.4—Amex

Mannesmann 2.50 to 1,000.

Krause, U.S. 1.50 to 1,000.

## Currency, Money and Gold Markets

## Pound weaker

London: The pound staged a general decline in yesterday's foreign exchange market and with the three-month discount at a very low level, general adverse factors helped to paint a rather gloomy picture. The failure of the authorities to keep money supply growth within target ranges and expectations that inflation may accelerate later this year failed to undermine confidence. There was also uncertainty surrounding the timing of a UK general election and downward revisions in forecasts of the trade balance for 1978. Consequently sterling's trade weighted index, which is calculated by the Bank of England, showed a fall in the morning, from 61.1 to 61.2 on Friday. At noon it fell again to 60.9, a level not seen since July last year. However, the closing calculation showed a recovery to 61.1.

Trading during the morning was split with both the US dollar and sterling showing a weaker tendency. The pound opened at \$1.6255-1.6265 and moved down to \$1.6165 during mid-morning. Early afternoon saw the dollar pushed down to a low of Y219.40 in the morning, and to Y219.70 in the afternoon. This was the first time since April 17, when the dollar fell to Y218.85 in Tokyo, that the currency has fallen below the Y220 level.

The market quieted down in the sixth consecutive session against the dollar. Sterling ended the day 55 points easier at \$1.6200-1.6220,

while the dollar's trade weighted

average depreciated by 26 points

from 61.0000 on Friday.

Frankfurt: The dollar was fixed at DM 2.0205 in quiet trading, with profit taking and commercial business responsible for a slight improvement by the U.S. currency. It improved to DM 2.0065 in terms of the D-mark, compared with DM 2.08 on Friday. Most other currencies also gained against the D-mark, although the Swiss franc was slightly weaker in DM 1.6388 on Friday.

Brussels: The Danish krone rose to its intervention level of BFr 5.8000 against the Belgian franc at the official fixing, when the Belgian central bank did not intervene.

Both currencies are part of the European currency snake, and the franc has been

weak against the Danish krone over the last week, although it is probable that the authorities only intervened on Friday to support the Belgian franc against the krone. The franc was slightly firmer against the D-mark, when it was fixed at BFr 15.6691, compared with BFr 13.6664 on Friday.

Tokyo: The dollar dropped sharply in nervous trading to close at Y219.75, from the yen, from Y221.75 at the close in Tokyo on Friday.

It opened at Y221.20, but fell to a low of Y220.40 in the morning, and to Y219.70 in the afternoon.

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It opened at Y221.20, but fell to a low of Y220.40 in the morning, and to Y219.70 in the afternoon.

This was the first time since April 17, when the dollar fell to

Y218.85 in Tokyo, that the currency has fallen below the Y220 level.

The market quieted down in the sixth consecutive session against the dollar. Sterling ended the day 55 points easier at \$1.6200-1.6220,

while the dollar's trade weighted

average depreciated by 26 points

from 61.0000 on Friday.

Other currencies also gained against the D-mark, although the Swiss franc was slightly weaker in DM 1.6388 on Friday.

Brussels: The Danish krone

rose to its intervention level of BFr 5.8000 against the Belgian franc at the official fixing, when the Belgian central bank did not intervene.

Both currencies are part of the European currency snake, and the franc has been

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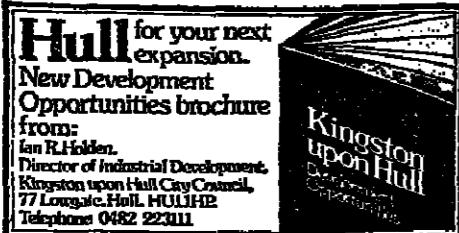
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## U.S. shipping policy hits trade relations

BY LYNTON MCALPIN

DIFFERENCES over shipping policy have caused a deterioration in trade relations between the U.S. and 13 Western nations, including Britain and Japan, after the failure of talks in Washington last week.

The talks, organised by the inter-governmental Consultative Shipping Group, were aimed at resolving a growing conflict over U.S. shipping policy.

Legislation is now before Congress which would result in a ban on U.S. ports on all shipping which did not conform with U.S. law.

Mr. Gerald Lanchin, Under Secretary, shipping policy division, Department of Trade, said in London on his return from Washington that the anti-rebating Bill before Congress could seriously harm the sovereignty of Western shipping nations.

If the Bill became law, as he thought likely, it would spread far beyond shipping and trade.

Rebating of freight rates is practised by some members of Western shipping line conferences, which share cargoes, services, which share cargoes and pool revenue. It is not expected to produce a definitive response but the for U.S. foreign policy if the become so on all shipping using delegation had hoped to "tie the

U.S. parts if the proposed Bill becomes law."

Members of the Consultative Shipping Group wanted the anti-rebating Bill suspended pending the outcome of a review by President Carter of U.S. shipping policy.

U.S. Government officials refused to delay the Bill and it is likely to become law by November. The policy review will not be completed for at least six months.

The group also presented the U.S. authorities with a list of complaints about the spread of unilateral U.S. jurisdiction beyond its territory.

This included references to U.S. policy on closed liner conferences, shippers' councils, both of which are not permitted among U.S. shippers.

Mr. Lanchin said yesterday that relations between the U.S. and the 13 shipping group member states were "more unsatisfactory now than they have ever been."

The meeting in Washington was worried about the implications illegal in Europe but would be definitive response but the for U.S. foreign policy if the become so on all shipping using delegation had hoped to "tie the

U.S. down to firm discussions to this end."

Members of the shipping group had also hoped that an interim period could be agreed with the U.S. during which no action would be taken to aggravate the difficulties facing the 13 shipping nations.

Whilst agreeing to continue the dialogue, the U.S. would not make a commitment to work towards a mutual solution. The U.S. wanted to keep every option open, including taking unilateral action. Mr. Lanchin said: "A further meeting may be held before Christmas."

Disagreements between the U.S. Federal Maritime Commission and the U.S. Department of Transport, with the latter more in favour of a lenient stand towards the interests of Europe, stopped the U.S. presenting a consistent case to the delegates. "The U.S. now has no coherent shipping policy," Mr. Lanchin claimed.

Retaliation by European and Japanese shipping interests is a possibility and the U.S. State Department is known to be presenting a consistent case to the delegates. "The U.S. now has no coherent shipping policy," Mr. Lanchin claimed.

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## Energy Agency seeks greater effort to limit oil imports

BY DAVID FISHLOCK, SCIENCE EDITOR

THE 19 nations of the International Energy Agency will fall short of their own target of 26m barrels a day in 1985 unless the increased use of steam coal and natural gas, and no further conspicuously—greatly increase slippage in nuclear programmes. their efforts.

This is the conclusion of a report from the agency's director of energy research, development and technology application.

The report, to be published next month, warns that, although the target of 26m barrels could still be reached, it will not be possible with the present level of effort.

Too many national energy programmes still lacked political and legislative support, as well as the support of the public.

The report singles out the U.S. as an example of a country which had not only failed to enact its energy saving legislation but whose efforts could do most to help the agency meet its target.

Other factors seen as important

are greater efforts at energy conservation—all nations could to meet their own target of 26m barrels a day in 1985 unless the increased use of steam coal and natural gas, and no further conspicuously—greatly increase slippage in nuclear programmes. their efforts.

Without considerable nuclear power, however, the target is seen as unattainable by any means.

Present estimates—based on 1976 figures and 1977 energy policy data—suggest that the 19 nations will collectively overshoot their target by 3.2m barrels a day in 1985. The study warns, however, that even this estimate could be 10 to 15 per cent too low.

The agency's members nations will be called to account for their contribution towards the target figure in another year's time. Net oil import projections for 1985 have increased in comparison with the last (1976) review in the case of several countries, including the U.S. and Italy.

The report says that Britain has submitted ranges rather than specific estimates for oil and gas production "and only

the first of five areas in which the might be achieved."

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## Council revenue plans run £500m ahead of target

FINANCIAL TIMES REPORTER

THE FIRST comprehensive return of local authority budgets for 1978-79 shows that local councils in England and Wales have provided about £500m more on revenue account than the Government allowed for when this year's rate support grant was set last November.

This is equivalent to an overrun of about 4 per cent.

Local authority leaders do not expect ministers to call for compensatory spending cuts as in the past two years.

This is because part of the excess budgeting reflects extra provisions for cost inflation or increased revenue financing of capital spending, and the prospective overspill in volume terms in revenue expenditure proper is relatively small—only about 13 per cent.

They say that it could in any

case fail to materialise if delays and other forms of "slippage" again cause local authority revenue spending to undershoot, rather than overshoot, as happened last year.

An analysis of the figures, which are compiled annually by the Department of the Environment and the Chartered Institute of Public Finance and Accountancy, shows that about £200m of the £500m excess budgeting is attributable to local councils' caution about inflation.

But, while Ministers are not expected to take punitive action against spendthrift local councils, the figures have not been received with complete unconcern.

A further £100m arises from a greater revenue contribution to capital spending than Whitehall had assumed for the rate support grant.

This leaves a prospective overspill in volume terms of about £200m on total spending

for rate support grant purposes of just over £12.5bn.

Commenting on the latest figures, an editorial in *Municipal Review*, the journal of the Association of Metropolitan Authorities which represents local councils in the big English cities, says that local authorities deserve a pat on the back for managing to get so close to the Government's targets.

But, while Ministers are not expected to take punitive action against spendthrift local councils, the figures have not been received with complete unconcern.

There is concern too about the possibility of at least part of the extra provisions against inflation seeping into actual expenditure if the provisions are not required.

## Access and Barclaycard admit pact over petrol stations

BY ELLINOR GOODMAN, CONSUMER AFFAIRS CORRESPONDENT

ACCESS AND Barclaycard, the credit card companies owned by the clearing banks, have admitted operating an agreement which should have been registered with the Office of Fair Trading.

Access and Barclaycard made a pact that petrol stations which charged credit card customers more than cash customers would lose their franchises, as was stipulated in their franchise contracts.

It contravenes restrictive practice legislation for competitive terms without registering the pact with the competition authorities. Customers who have lost money as a result of such an agreement can sue for damages in the civil courts.

The disclosure of the credit card agreement is likely to be more damaging than financially damaging to the banks. It is believed the agreement with the credit card

came to light during this inquiry. In March, Barclaycard volunteered details of the agreement to the Fair Trading Office. The pact was formally ended but it still had to be put on the Register of Restrictive Practices. This was done yesterday.

The agreement, which was not put in writing, was made in 1976 after the owner of the petrol station was forced to accept Access' terms. Access had been receiving complaints from card holders about petrol stations which were giving big discounts on petrol only to motorists who paid with cash.

Petrol stations have long argued that with profit margins under pressure, they cannot afford to pay the credit card companies' commission and charge card holders the same prices as cash customers. Many have in any case reneged on the price-cutting by some EEC

producers, and against low-cost steel imports which are still finding their way into the European market.

The independent British steelmakers have been suffering particularly in recent months from imports of cheap Italian steel which have been diverted into the British market because the Bresciani have found other markets in France and West Germany closed.

Some countries, including Britain, will ask specifically for action against Bresciani, the small steelmakers of Northern Italy.

The unstable relationship between prices and production in the European steel market will also be raised at a meeting on Wednesday of the consultative committee of the European Coal and Steel Community in Luxembourg.

The steel companies in Britain and the Continental member nations of the EEC are in broad agreement that the EEC's

Community action against com-

petitors which have been dis-

regarding the Davignon pricing

rules.

Steelmakers are saying that the Brussels officials are anxious to achieve results by holding down the tonnages of steel made.

In the opinion of the steel

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